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ABSTRACT

The purpose of this study is to examine the function of the Dallas Central Library during the next two decades as well as its facility needs, and to explore available options for satisfying those needs, recommending the most advantageous. It is recommended that the resource and Service Centers should be located on different sites. This would allow them to be constructed at staggered times, using the vacated portions of the existing building in the interim. (Author)

A FUNCTION/FACILITY STUDY

Dallas Public Library
Dallas, Texas

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a case for change

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JARVIS PUTTY JARVIS, INC.
Architects Planning Consultants

DALLAS/1990/LIBRARY

"The time has come
for the Dallas Public Library
to build a conscious
case for change
in its central facility in order to
fulfill its responsibility
to the community..."

"It can no longer give
the library services
that need to be given."

"The time to get ready
for the future
development
is now.
I don't think there is anything
to be gained by pushing this off
into the future."

John Lorenz

Deputy Librarian of Congress
Washington D.C.

November 1970

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Introduction

A few weeks ago a Ft. Worth-based TV station announced a new nation-wide educational program. The information was sketchy and no agency was referred to in the announcement. Yet for days afterward calls came in not so much to the public schools, the community colleges, the TV stations or city halls, but to the Dallas Public Library, asking further information about the program.

This single incident (typical of many others) serves to illustrate two points that are important to this study: First, *Dallas is a library town.* Its citizens are aware and interested and are used to searching for and finding answers from the Public Library. And second, *Dallas's Library has broadened its scope of service* beyond the stereotyped "book lending" function.

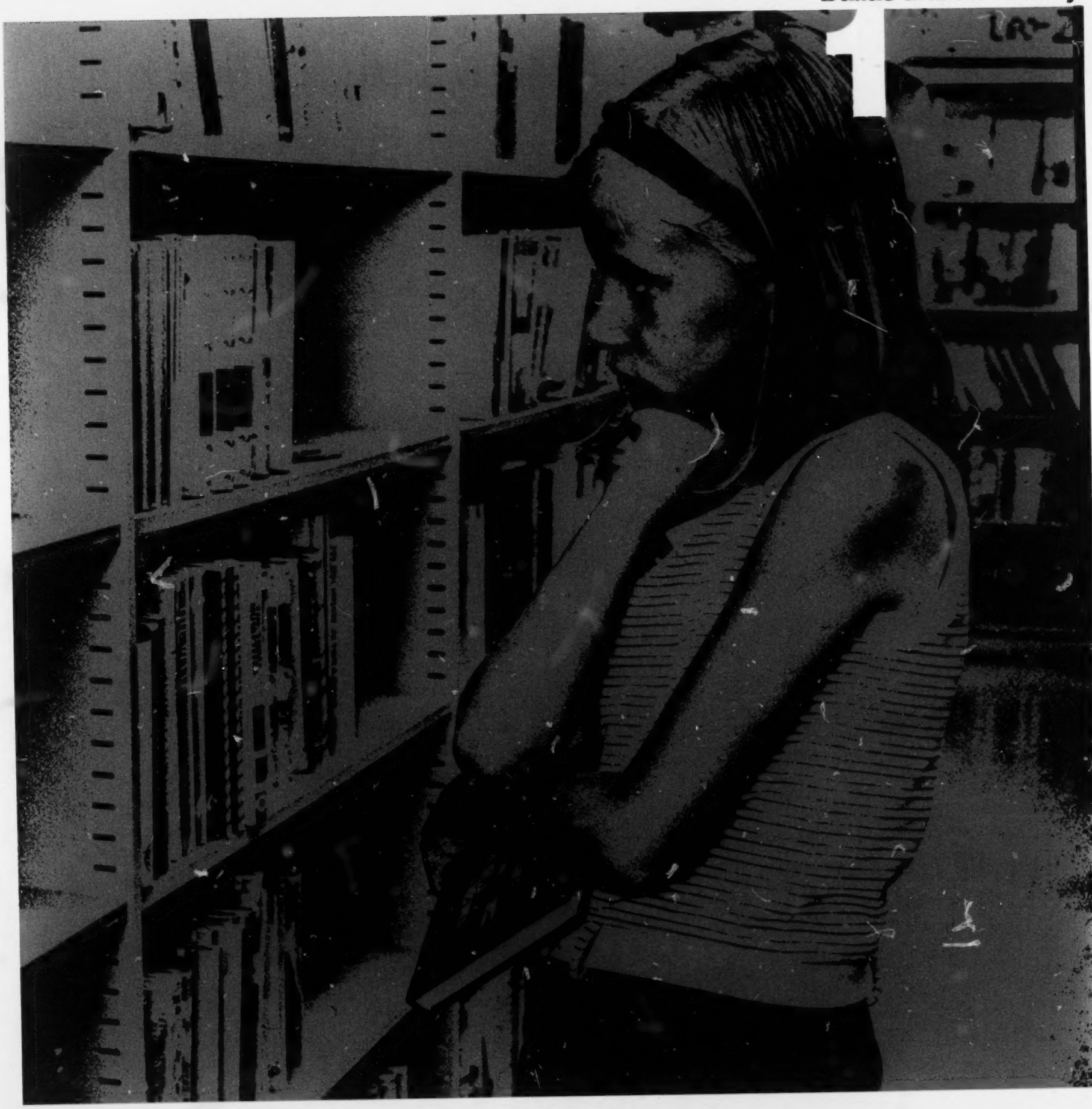
Dallas citizens have traditionally supported the Library, and the Library in turn has supported the citizens with responsive, convenient, professional service. But because the branches are for the most part newer than the Central facility, because there are several "extension" services where one does not need to visit the Central building, most of the public are not yet aware of the real problems that exist at the Central Library. That building—still referred to as "new" by many—is crowded to overflowing, inadequate to serve the library demands of today.

The situation is even more critical as we envision Dallas during the next two decades. The existing building is completely incapable of meeting the Central Library demands of the future. Something must be done; the question is what?

The purpose of this study is to examine the *function* of the Central Library during the next two decades as well as its *facility needs,* and to explore available options for satisfying those needs, recommending the most advantageous as we see it. It is our desire that the City Council, Library Board, and the citizens of Dallas feel the urgency to act quickly to satisfy the need for expansion to keep Dallas a "library town."

Donald E. Jarvis

JARVIS PUTTY JARVIS, INC.



1950 1970 1990

The last facility study made regarding the Central Dallas Public Library was in 1952 by Dr. Joseph L. Wheeler and Dr. John Hall Jacobs. It seems appropriate to begin this study at that point, for since that time Dallas has become an entirely different city.

Consider these points: Dallas's greatest period of physical growth has come in the Post-World War II years. Since 1948 it has doubled in population, employment, and physical size, but the real changes in Dallas involve not only its amount of growth but its new directions. Dallas at mid-century was very much the same type of city as it was in its early years. Economically, it was a consumers market for a local and regional population. To the folks in North Texas, Dallas was "Big D", but outside the Southwest it was a country town whose economy was based on cotton, oil, cattle, some regional trade and finance. Metropolitan Dallas didn't rank within the top 45 cities of the U.S. in manufacturing, and only one Dallas firm was listed on the New York or American Stock Exchange.

Culturally, Dallas had just finished the era of the "Starlight Operetta" and Margo Jones was struggling with a theater in the round. Educationally, SMU was practically the only institution of higher learning in the county, and DISD graduated fewer than 3,000 students annually from its 9 high schools. Regionally, cooperation was attempted in pitifully few areas and often spoiled by jealousy and personal feuds between civic leaders.

Dallas's Central Library was housed in a 51-year old building at Harwood and Commerce Streets, providing services of a quality and type to match the needs of "Big D"—which was really still an overgrown "Little D".

Dallas's aggressive growth of the past 2 decades has reversed its pattern in almost every area. Today Dallas is the eighth largest city in the nation, and over 844,000 people live in a corporate city limits of nearly 300 square miles—double the population and triple the land area of 1948. 340,000 more people are employed today than in 1948, a higher ratio in manufacturing (1 in 4) than ever before, making Dallas the largest manufacturing center in the southern half of the U.S. east of Los Angeles. Industries practically unheard of 2 decades ago are now prime employers in Dallas. Electronics industries, for example, employed fewer than 1,000 in 1948, now more than 40,000. Changes in the makeup of Dallas's economy have caused the City to become a business center of importance beyond the region, and national businesses have grown up or relocated here. 32 Dallas corporations are now listed on New York or American Stock Exchanges, and the resulting office growth has meant that one must hunt in today's central skyline to find the office buildings which were landmarks in 1950.

1950 1970 1990

Dallas

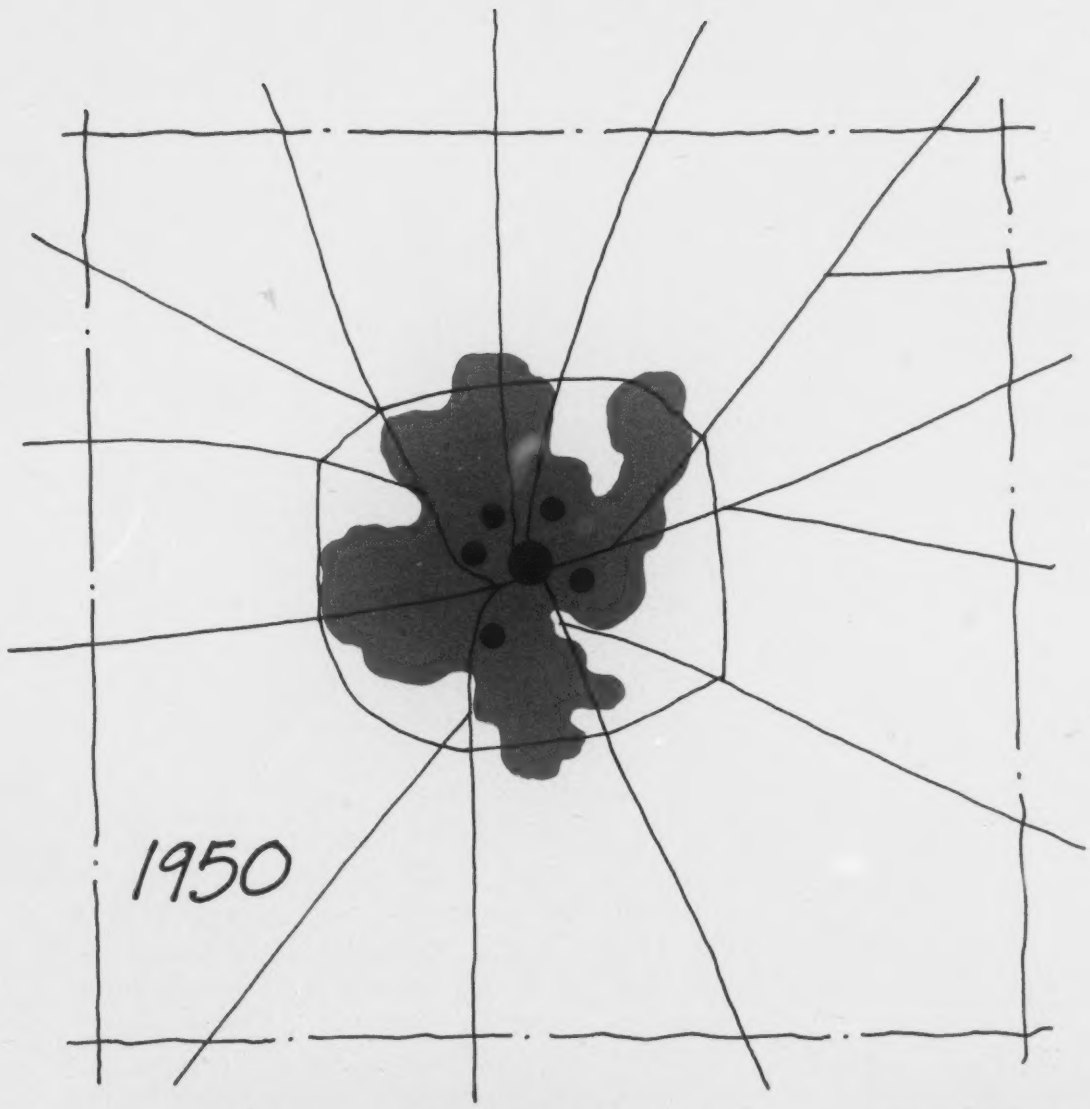
- financial center
- petroleum industry center
- computer · electronics center
- insurance center
- fashion center
- legal center
- research center
- graphic art center
- film industry center
- convention center
- cotton center
- governmental center
- transportation center

Educationally, Dallas schools graduate 8,200 students annually from 21 high schools. One third more of these graduates continue on to higher education than two decades ago. SMU has been joined by enlarged or new institutions, including:

Dallas Baptist College
Dallas County Jr. College System
University of Dallas
Bishop College
University of Texas at Dallas.

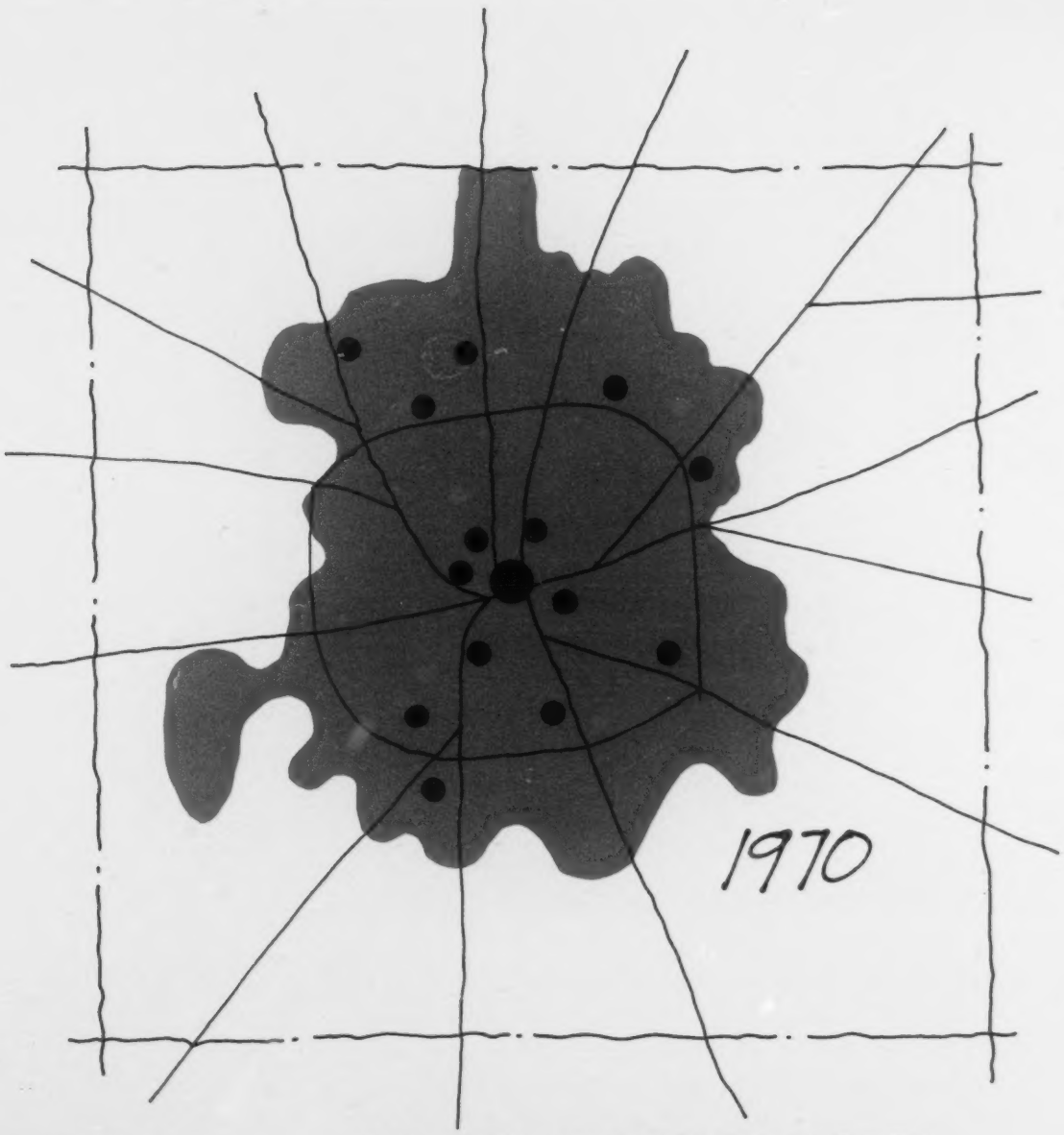
Cultural interests have broadened with new and expanded performing arts groups, including Kalita Humphreys Theater, Theater Three, Summer Musicals, Dallas Civic Opera, Dallas Symphony, Civic Ballet, Civic Chorus, Dallas Chamber Music Society. Dallas has acted as a magnet for young people, especially the single college graduate seeking a bright future and interesting life style. Long a cosmopolitan city with significant numbers of persons with different ethnic, racial, and cultural heritages, Dallas has substantial populations of black and Mexican-American minorities. The growth of these groups has been relatively constant, and they are increasingly becoming a vital force in the City.

It is almost as if in the past two decades that Dallas had reached its "critical mass" – becoming big enough and broad enough to attract people, institutions, and businesses which in turn attract even more.



As Dallas has grown, so has the Dallas Public Library. From the 1950 Library System of a central building and five branches has mushroomed the System of a central building and 14 permanent branches, plus 4 bookmobile units. The Library's central operations were housed in a new structure in 1955, designed along the lines of Wheeler and Jacob's recommendations and located on the site of the previous Carnegie Library. Since 1955, the collection of materials has grown from 316,000 to 1,250,000; circulation has climbed from 948,862 to 3,606,444.

When one of Dallas's new branches was opened 10 years ago, it quickly became the nation's busiest branch library, circulating on the average 435 volumes per hour for all hours of operation annually. The branch libraries have been located generally in the heaviest-travelled areas of the suburbs, usually adjoining shopping centers. They have proven to be convenient to the public and their success accounts for much of Dallasites' awareness of the advantages of quality library service.



As changes took place in Dallas the Library was quick to respond – insofar as budget and facilities would allow. A measure of the success of the Dallas Library is the esteem in which it is held, not only by the citizens, but by the library profession itself. The DPL has received the John Cotton Dana awards for its publicity program on several occasions; previous staff members have gone on to become heads of the Houston, Ft. Worth, Los Angeles and Oklahoma City libraries. Mrs. Lillian Bradshaw, Director of the Dallas Public Library, only recently completed serving as President of the American Library Association.

Just as Dallas's strength has come thru its diversified as well as numerical growth, so has the Library been strengthened by the expansion of its services to all segments of the booming community. Four bookmobiles operate as extensions of the branches; a "showmobile" has brought an appealing program to underprivileged children; extension libraries are maintained at several homes for the aging; a library has been instituted at the County jail – these are only a few of the broadened services of the library today.

But what of the next two decades? In 1967 the citizens of Dallas passed a $175 million bond election advertised as "Dallas at the Crossroads". More and more people have recognized the truth in that slogan, which is no less true today for the Dallas Public Library. For forces and events are moving to reshape Dallas even more dramatically in the next two decades than in the previous two. The Public Library will play an increasingly important role not just in responding to these forces but in being one itself.

2

1950 1970 1990

The future characteristics of Dallas as relates to Library needs will be determined in large measure by several national and local trends which are discernable today. A composite of these trends can lead us to several conclusions about the City itself in 1990.

National Trends

The Chamber of Commerce of U.S. last year published a special report, "Business and the Future". Changes that can be expected during the next thirty years were described, among them these general ones:

- increased population, more youth, more mobile society—in living and business habits
- continued economic growth, affluence, increased leisure time
- continued technological impact on habits, jobs
- rising education and continued explosion of knowledge
- continued concentration of urbanization patterns in multi-cities
- changing emphasis from quantity of growth to quality of life
- continued concern for environmental decay
- continued tensions and adjustments between racial groups

All of these general trends have an implication for library service.

GOALS FOR DALLAS

"Make available excellent public library service to every citizen according to his individual need regardless of where he lives, his economic condition or educational background, thereby providing expanded opportunity for self-advancement."

"Coordinate all libraries of the area so that the total resources become available for study, research and recreation. This should include cooperative acquisition programs among public, business, industrial and academic libraries. Automation should be utilized to facilitate co-operative library service and to avoid unnecessary duplication of holdings."

"Strengthen special educational programs to improve literacy, to impart vocational skills, to ease adjustment of newcomers to metropolitan living and to reach those who are homebound or otherwise incapable of participating in the normal range of continuing education programs."

"Insure that all institutions of higher learning have library services fully adequate for their needs and equal to the highest standards."

"Enrich public buildings, public spaces, schools and parks with works of art."

In addition to the national trends at least 3 other forces are at work to shape Dallas in the future:

FIRST: THE DALLAS CHARACTER

Dallas has been a city which has historically created its own advantages. It has been blessed with citizens of vigor and resourcefulness from its early days, continually infused with new citizens of different origins and cultures. Dallas businessmen have been extremely strong competitors, but a spirit of teamwork has existed when matters of overall community nature existed. Such cohesion, of course, was easier to achieve in a smaller community, and it becomes more difficult to have consensus of even basic direction as a city becomes larger and more diverse; still there is no reason to believe that Dallas has lost the unique character that has brought it to its current level of influence.

Dallas has always been a goal-setting and goal-achieving community and the Goals for Dallas Program, begun in 1966 by Mayor Eric Jonsson and involving approximately 100,000 citizens so far, is only the most recent manifestation of this characteristic. Widely acclaimed, the Goals Program should have even greater meaning to the community's future as new directions become apparent from some of the achievements of the goals listed.

D/FW from Apollo VI

SECOND: REGIONAL COOPERATION

A second major factor present today more than at any time in the past is the degree of openness to and involvement in regional cooperation. Dallasites' pride in "Big D" has always healed breaches between Dallas competitors, but there has often been a sense of exclusiveness about Dallas efforts, in that they have been primarily directed to building Dallas with little regard for the region. In recent years there seems to be a fundamental change not only at governmental levels but at the individual level too. Dallas citizens increasingly work in surrounding communities and live in Dallas (or vice versa), so that many strong leaders of this community have local allegiances but also an allegiance to Dallas.

No longer is Fort Worth, for instance, an antagonist, but a partner—in numerous ventures.

The idea seems to be bearing fruit that the North Central Texas region—if the region will work as a cohesive unit—will be a major center of national power in the next two decades. The U.S. Department of Commerce projects, for instance, that by 1990 the population in this area will exceed 4 million... more than today's Los Angeles and constantly larger than the Houston area.

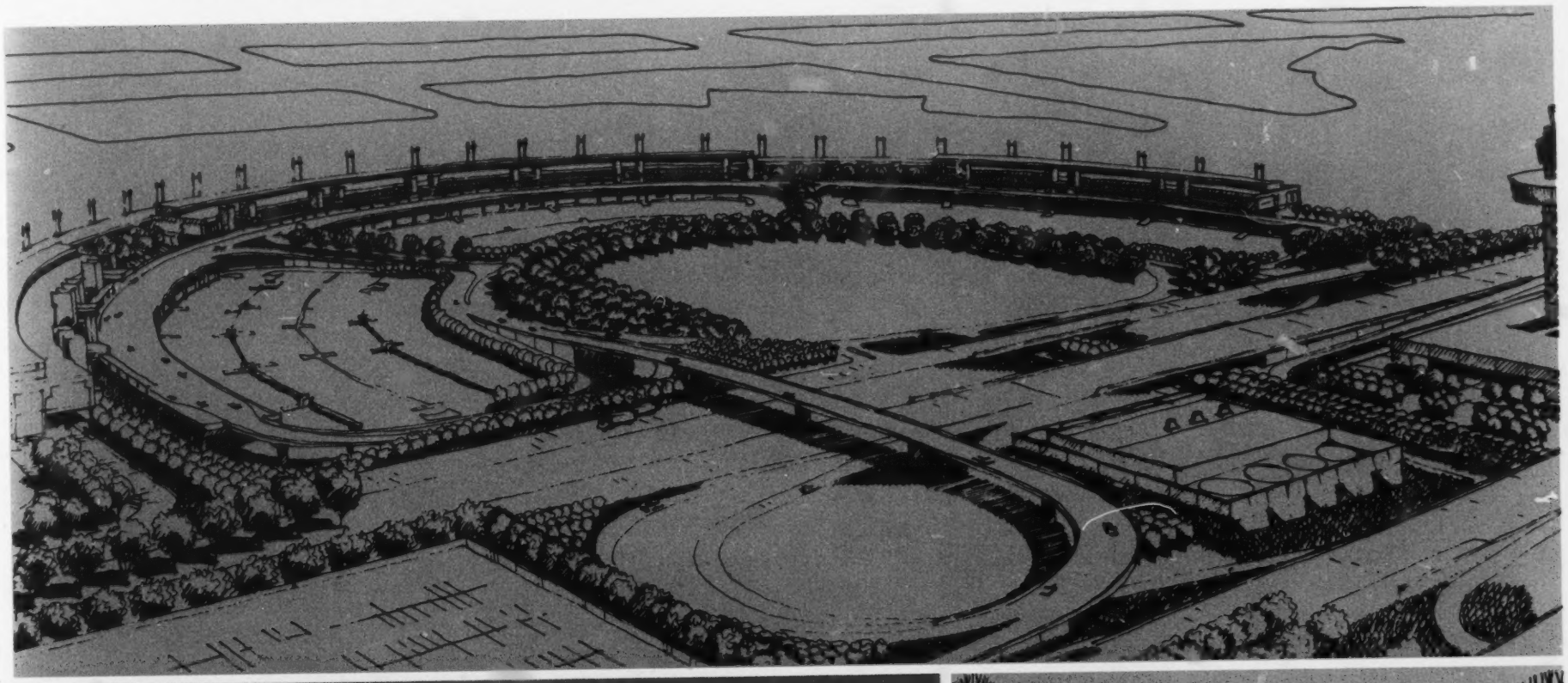
Regional cooperation may bring with it governmental changes. More and more citizens are asking why the overlapping jurisdictions of cities, counties and taxing districts must continue, suggesting various forms of metro government. Whether or not fundamental structural changes occur, many services are likely to be interchanged to the ultimate benefit of citizens of the area. Examples are already seen where school districts and municipalities jointly purchase property, construct, maintain and operate facilities. This trend must surely continue if it proves to be efficient.

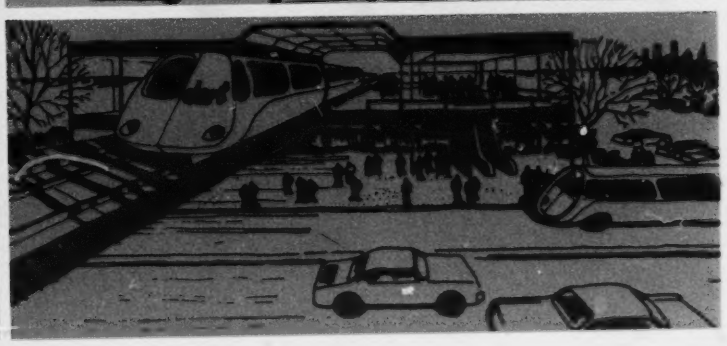
The North Central Texas Council of Governments is one of the outstanding examples of regional cooperation at this time. Created in 1966 the Council is a voluntary association of local governments, the first of its kind in Texas, created for the purpose of resolving area-wide problems through promoting inter-governmental cooperation and coordination, conducting comprehensive regional planning, and providing a forum through which area-wide problems can be studied and resolved.

The Dallas and Fort Worth Chambers of Commerce are embarked on a precedent-setting cooperative endeavor to advertise the advantages of the region, another example of the new age of cooperation. Such examples offer some hope for increased library service cooperation in the region.

Most historians place the key moment in Dallas's history as that when the railroads decided to route their rights-of-way through the city. Once Dallas had East-West and North-South rail traffic, it grew from 5,000 to 38,000 in 16 years and its destiny was differentiated from other frontier towns.

Dallas now stands at the threshold of three major transportation breakthroughs which will likely have the greatest significance in its future — the completion of an international airport; the navigation of the Trinity River; and the creation of an effective mass-transit system.





THIRD: TRANSPORTATION BREAKTHROUGHS

The Dallas-Ft. Worth Regional Airport presently under construction will truly be one of the world's finest. Although the current airport, Love Field, ranks 10th in the entire world, the new facility will dwarf the current one and be the world's largest and best-equipped when it opens. The statistics of its size and capacity seem overwhelming, but even more important are their meaning. Dallas will have direct access by air to all parts of the nation and world. Given the competitive outreach of Dallas business the City can flower to be a major international port. The mid-continent position and favorable climate for air traffic should allow Dallas to become a prime gateway to the U.S. from the rest of the world. The resulting mix of cultures, ideas and habits will affect every Dallas citizen.

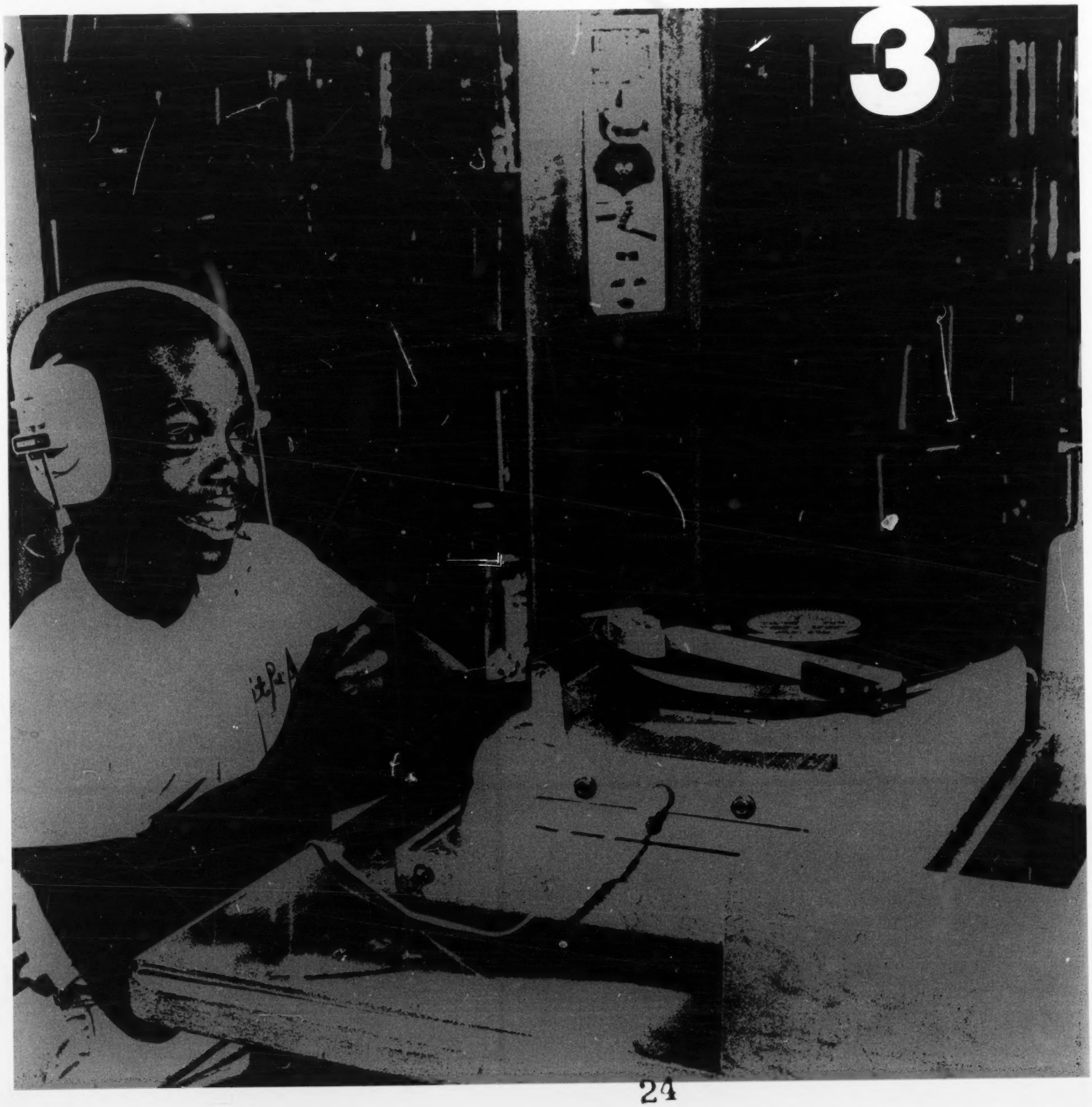
The navigation of the Trinity River, long a dream of Dallas leaders, is also a real possibility in the next two decades. The Dallas-Ft. Worth area is even now the world's largest concentration of people without access to a seaport with the single exception of Mexico City. Once there is the ready availability of bulk raw materials via barge, Dallas's heavy manufacturing should increase and become one more part of diversity for the strong economy of the region. A by-product of the navigation construction can be the public resolve to clean up the long abused Trinity River (the original reason for Dallas's location anyway). The resulting possibilities for recreation and development, such as the proposed Town Lake opposite the Central Business District, offer opportunities for people-use of the river envisioned by only a few of the most visionary.

The development of the airport may well serve as the prime catalyst for the creation of an effective mass transit system for Dallas-Ft. Worth. (Note how all these transportation developments hinge on regional cooperation and benefit the region and not Dallas exclusively.) Under way at this time as a result of a Federal grant are studies of concrete proposals for mass transit for Dallas. The earliest application probably will be the serving of the airport from the central business districts of Ft. Worth and Dallas, and it could well be that the techniques being developed for the people-mover system at the airport itself will find applications within the cities to help solve mass transportation there. Patterns of housing, business, and industry are deeply affected by the station points of mass transit, and the future vitality of the Central Business District would well depend on its success.

By 1990, reasonable estimates are that:

- the population of the North Central Texas area will be nearly 4½ million persons, with the overall density of Dallas County approximately twice its 1968 level. Allowing for extra population growth in suburban towns, this would mean a likely population of the City of Dallas of approximately 1.5 million persons.
- the regional population will continue to blur jurisdictional lines between work, leisure, living, shopping.
- the economy will continue to be strong and vigorous, with a broader base of international business operations and heavier industry.
- there will continue to be a heavy influx of persons from out of the region, bringing diverse interests, cultural and habit patterns.
- the mean level of education will continue to rise, and Dallas will still be a relatively well-educated sophisticated city.

All these factors will call for accelerated use of a library system of broader scope and greater depth.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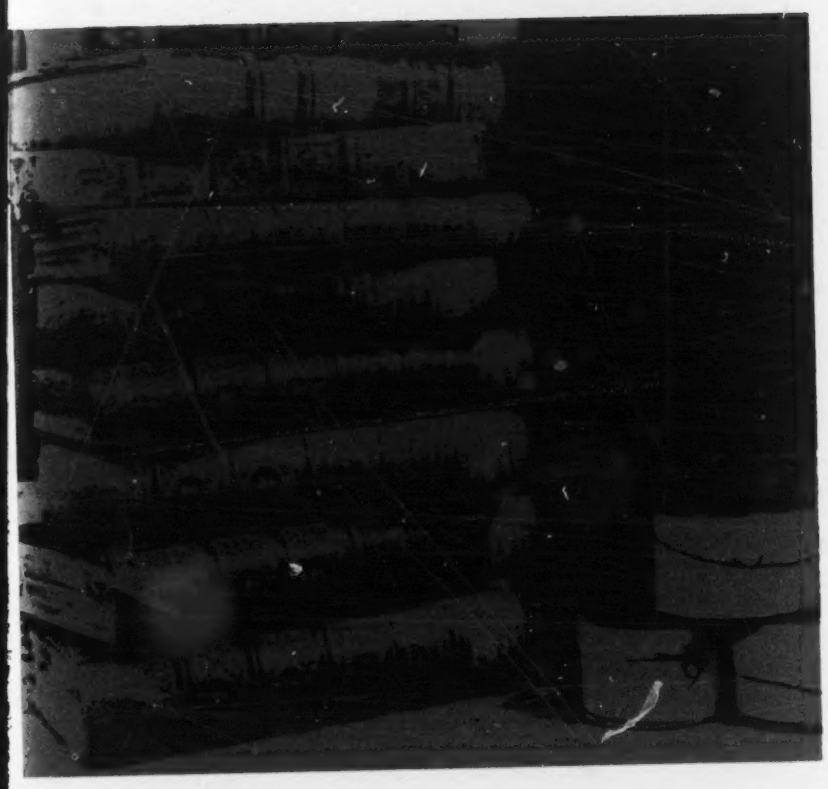


Although libraries have existed in some form since the most remote antiquity, the Public Library as an open free instrument of public service is a unique American phenomenon. It has a secure and valued place in our society, treasured as a community resource.

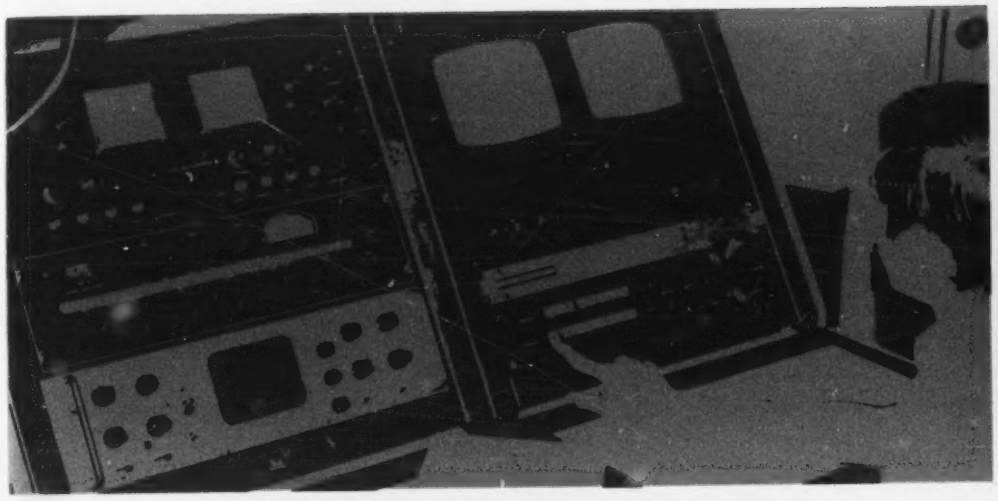
In recent years the flood of new information has increased at such an amazing rate that it has meant that libraries of all types—academic and public—are faced with great dilemmas regarding expansion. There are as many *new* books published *annually* as are currently stored in the Central Dallas Library...double the rate of only a decade ago. Academic and research library collections have tended to double in size every 16 to 20 years.

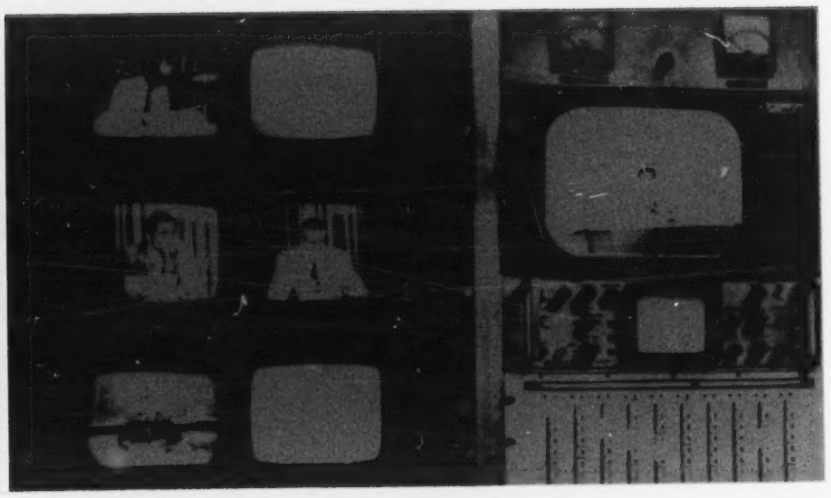
With this pressure for expansion, it is important to reflect on the library's function before projecting its needs. The library's function can be described simply as "recorded knowledge, transmitted to an interested individual". For much too long this meant a printed book stored in an "institution" where a qualified person might read it or possibly borrow it for a brief period. The extent that libraries have changed can be seen by examining these 3 basic elements of a library's function (recorded knowledge, transmission of it, and the interested individual).

The storing of knowledge is no longer confined to a printed bound book. (Of course, that is only five centuries old.) Economical versions of printing not at first accepted as "serious literature" – periodicals, documents and more recently paperbacks – have become abundant. Photographically reproduced micro-versions of printed information – microfilming, microfiche and the like – allow massive content to be reduced to small storage areas. Even inventions like the laser and holography hold out promise of even further micro-reductions of recorded information.

Photography and audio recording are also combined to record knowledge in ways other than the printed page. Movie films of various sizes, slides and film-strips, audio recordings on a variety of media – from records to tapes – increase the available store of information from which to choose. Television's video-tape techniques and the total vehicle of casettes further broaden the possibilities. The recent veritable revolution of mass-market casette tape-recording is said only to be a prelude to the coming video casette revolution. With the wider applications of the computer, much data and scientific information especially is being recorded electronically for rapid retrieval by similar devices.

It has been observed that the additional options for storing information have not really diminished the popularity of the basic form, the book. It seems only that the spectrum is broadened. The future of storing information is likely yet to see many changes brought by evolving technology.

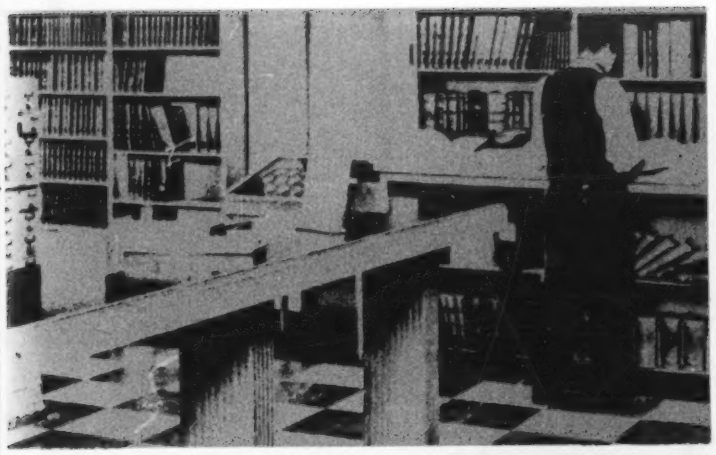


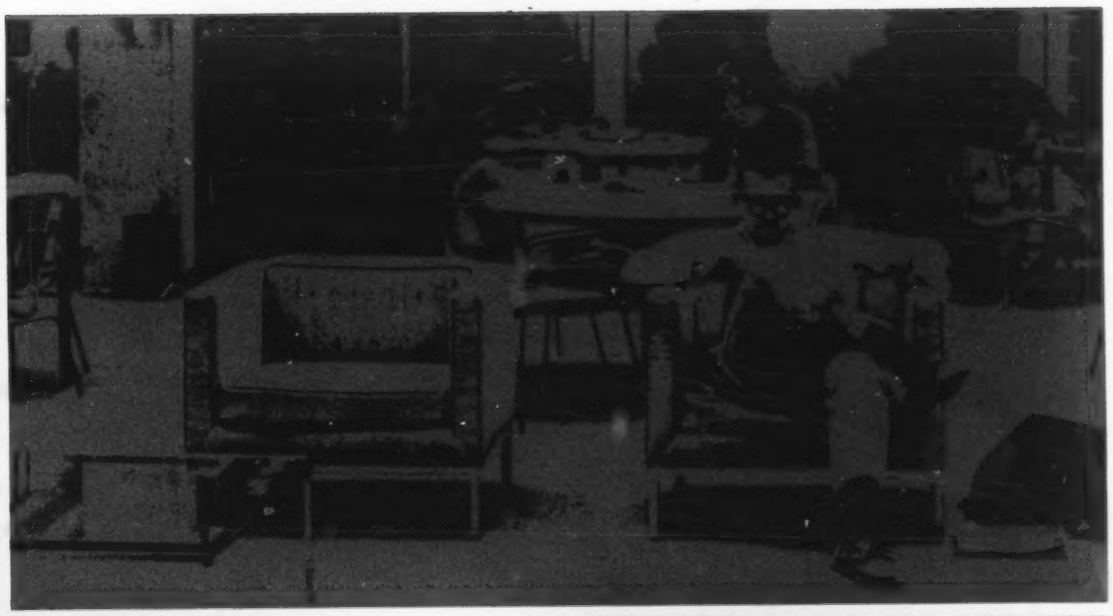


The dispensing or transmission of knowledge has undergone even more dramatic changes than has the recording of it. Gone are the days where the library's dispensing was a begrudging "allowance" by the librarian to read "her" book. The past 2 decades especially have seen libraries all over America aggressively "merchandise" their wares. Libraries have made themselves available to the people by longer hours of operation by the construction and operation of branches in the neighborhoods. Public services are designed to inform and attract additional users.

A sharp increase has also taken place in transmitting information in other ways than requiring a person come to a fixed location where the collection is housed. Bookmobiles become remote branches to reach into yet underdeveloped areas of the suburbs. And a telephone reference service has become a really popular public service. Libraries regularly loan materials to each other so that theoretically it is possible to have access to stored information anywhere in the world.

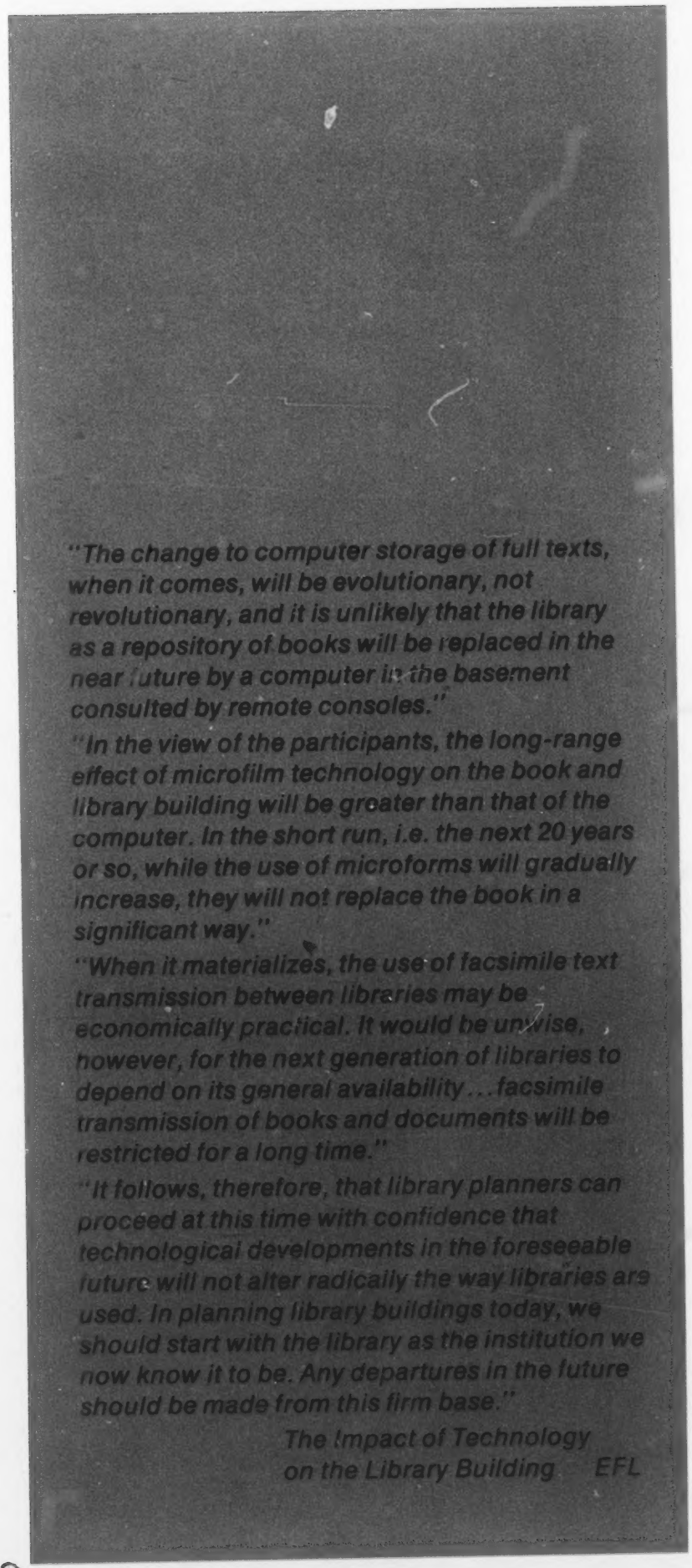
Of course, material stored on film, microforms, tapes, etc. have required devices to reinstate the information to understandable form. Most of this has been with in-the-library devices to date. But business and government and more recently educational institutions have made extensive use of electronic means to transmit data and photographs. Television is only one such media which has changed the concept of people having to be at the same place to exchange information. It takes little imagination to project a time when the Public Library will be part of a system whereby much information can be projected to an interested individual at whatever location he has a receiving device, whether at home, school, or work. The basic technology is proven and it remains only to make such transmission apply fully to library service and to make it economical.





The library user—that interested individual—has undergone many changes also. At one time only the scholar was the person who frequented the Public Library. With the "merchandising" of the libraries has come a much broader cross-section of users...children, young people, mature adults and the older generation. They seek from the library recreation for leisure, information for education, resources for cultural enrichment, aids in daily living, assistance in business, informational tools to get a job done. The Public Library is truly of the people and for the people.

Visualizing a day when any person could have convenient instant access to any information from anywhere in the world via technology, the question could be asked—would the local library be outmoded? Could there be one giant "master library" dispensing information directly to individual receiver-sets? The views of several experts at an EFL-sponsored conference suggested that technological developments will *not* supplant the local library, simply assist and augment it, allowing it the means to provide increasingly better service at the local level.



"The change to computer storage of full texts, when it comes, will be evolutionary, not revolutionary, and it is unlikely that the library as a repository of books will be replaced in the near future by a computer in the basement consulted by remote consoles."

"In the view of the participants, the long-range effect of microfilm technology on the book and library building will be greater than that of the computer. In the short run, i.e. the next 20 years or so, while the use of microforms will gradually increase, they will not replace the book in a significant way."

"When it materializes, the use of facsimile text transmission between libraries may be economically practical. It would be unwise, however, for the next generation of libraries to depend on its general availability . . . facsimile transmission of books and documents will be restricted for a long time."

"It follows, therefore, that library planners can proceed at this time with confidence that technological developments in the foreseeable future will not alter radically the way libraries are used. In planning library buildings today, we should start with the library as the institution we now know it to be. Any departures in the future should be made from this firm base."

The Impact of Technology on the Library Building — *EFL*

The library's unique role in a community might also be questioned, since many of its activities already overlap those of other institutions, especially the schools and colleges. But this very overlapping is one of the reasons for the library's existence, to provide a plurality of opportunity.

One very noteworthy trend illustrates this characteristic. Across the U.S. currently there are developments taking place in the direction of what is referred to as the "open university", or "extension degree programs". The State of New York recently authorized their tax-supported institutions to grant degrees solely for extension work. Interest in this area is substantial in Texas at the moment, and the Dallas Public Library has in the last few weeks received a $100,000 grant to carry forward a pilot program to investigate the effectiveness of Public Libraries as Centers for Independent Study toward achieving a 2-year college education by examination. The Public Library has been termed "the only logical institution to serve as the center for non-institutional advanced studies".

The Public Library is still the basic agency designed

- ***to serve all the public, not a select few;***
- ***to provide unstructured opportunities instead of structured ones;***
- ***to provide complete authentic resources over broad content rather than selected areas***

Its contribution to the citizen seems destined to increase, not diminish.

In an attempt to better define the future of libraries in general as well as project Dallas's Library needs, a conference was held as a part of this study, whereby outstanding library and educational authorities were invited to comment from their special viewpoints.

"You need an extension of your role as a Community Information Center—an information center providing information on social services, health services and the like, both for the prospective users of these services and for the professionals."

—Genevieve Casey

"The strongest point I would want to emphasize is the importance of the role of the State in the future of the City and in the Region. I think this has to be proved in a very decisive fashion. I think Dallas and the State agency working together need to define what the future role of Dallas is in the development of regional library service."

—John Lorenz

"Our whole educational system is geared towards individualization of instruction. This would dictate that if kids are going to get used to individualized programs in school, they also need to get used to individualized materials in the library. This means casettes, film loops, other individualized learning devices which can be accessible for kids other than books."

—Fred Brieve

'I feel very certain that there will be a pattern of external degrees, supported and endorsed by the institutions of this area within five years, possibly sooner. I think that will have a large impact on the function and role of the public library in the terms of the independent self study."

—Ross Peavey

A session was also held with several of the younger librarians, recently graduated from library school and employed in library service, though not all in the Dallas Public Library System. Their opinions echoed the importance of an increased emphasis on the new media to relate to the younger "electronic" generation.

"The student of today in the public schools will probably change his career four or five times during his lifetime, which means a great deal of self retraining and structured retraining; at least a part of this is going to come about through media which could be provided in a public library and not necessarily learning through a structured educational program."

— Bob Bartlett

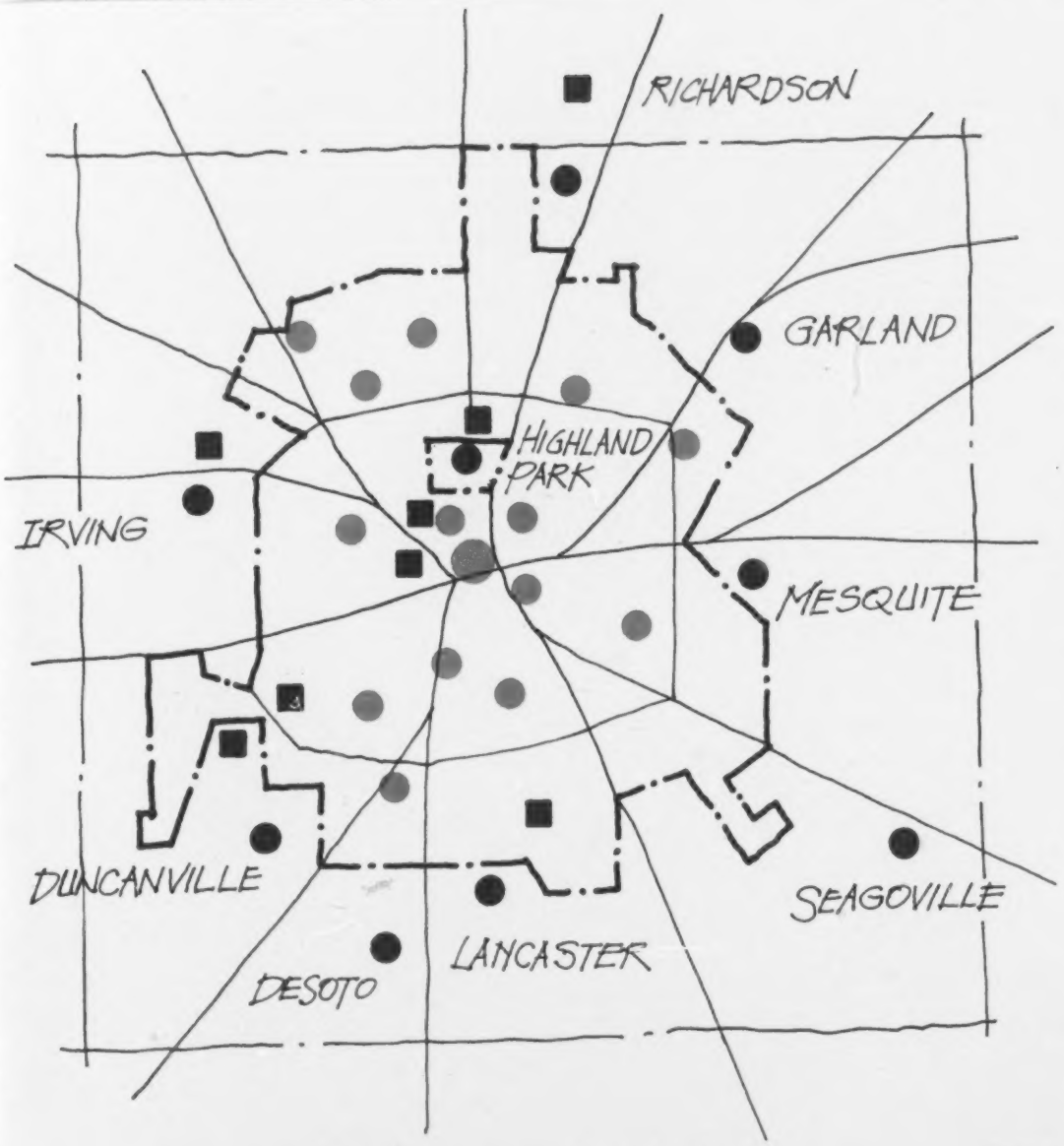
"With regard to looking ahead fifteen years I believe that from a standpoint of facilities and equipment the people who are building new equipment, designing new hardware, are not going to be able to do this in a vacuum. They are going to have to understand that the consumer has certain physical limitations that he has to work with."

— Alice Farris

"I don't think that these new technologies are likely to change the Library in terms of structural needs, the interdigitation of readers and resources. There will be new types of materials and new types of readers perhaps and new types of resources, but I doubt if there will be many different ways of using this material that will cause structural changes, structural needs. I think you should plan as many conduits, as many channels as you can, but I don't think we can prophesy the patterns of service. Just leave it as free as possible."

"The things that we do for the region with automation, technical processing for instance, would have a greater impact there than it might on a reader/resource relationship."

— Don Hendricks



LIBRARY RESOURCES in DALLAS COUNTY

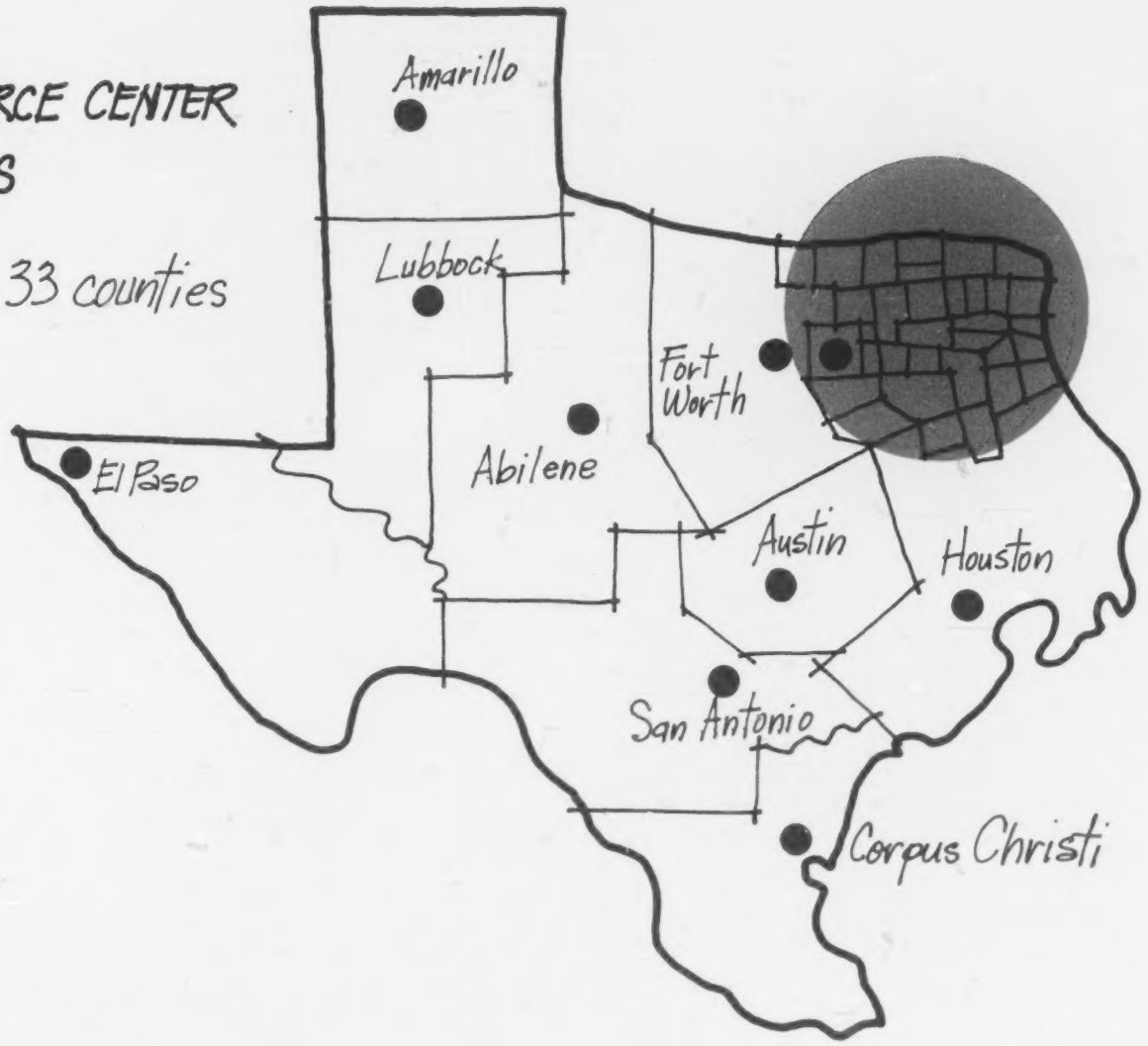
- DALLAS PUBLIC LIBRARY SYSTEM
- OTHER CITY LIBRARIES
- COLLEGE & UNIVERSITY LIBRARIES

In addition to noting trends regarding the future role of the library, it is important to study the scope of responsibility—the jurisdiction—of tomorrow's Dallas Public Library. During the past two decades the service of the Library, funded by City of Dallas citizens, has been almost exclusively to Dallas citizens. Branch libraries have been located for the convenience of Dallasites, which has meant they have become close to the growing suburban towns surrounding Dallas. Quite naturally county residents, finding limited resources for in-depth research within their own city, have used the Dallas branches extensively since there has been a reciprocal understanding. The preponderance of intra-County library use has been heavily in the Dallas direction.

The need for greater library cooperation is obvious, and the likelihood for expanding responsibilities beyond Dallas' own operations seems very strong. Numerous services could be provided by Dallas on a contract basis to the smaller libraries which haven't the budgets for staffs or facilities. Once the economy and efficiency of these services is demonstrated they could expand rapidly. It is not inconceivable that entire communities might choose to "subcontract" library services rather than build and operate independent libraries, drawing directly upon the strengths of the DPL system.

MAJOR RESOURCE CENTER SERVICE AREAS

DALLAS serves 33 counties



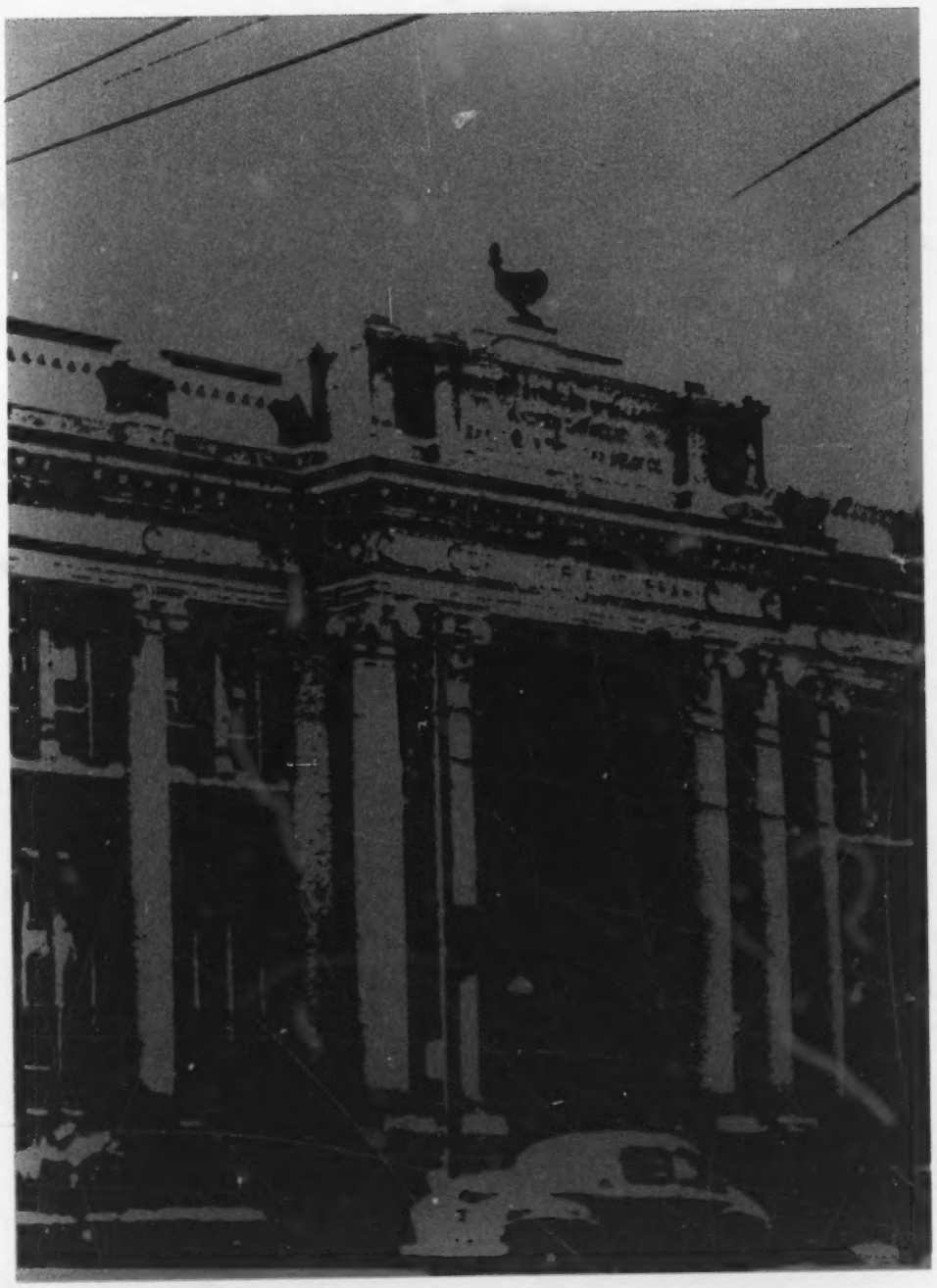
The Dallas Public Library is connected with numerous other libraries across the State by a Telex network. Reciprocal lending arrangements allow inter-library loans of increasing magnitude. And in 1968 Dallas was designated a Major Resource Center, one of 10 in Texas, with responsibility for providing a backup resource for libraries in 33 counties in Northeast Texas. Dallas receives compensation from the U.S. Government for this service as a part of the Library Systems Construction Act.

In concept then it would appear that the Dallas Public Library two decades from now would continue its broadening scope and increasing size. Its influence as the Resource Center for Northeast Texas will be solidified; its services to the public broadened.

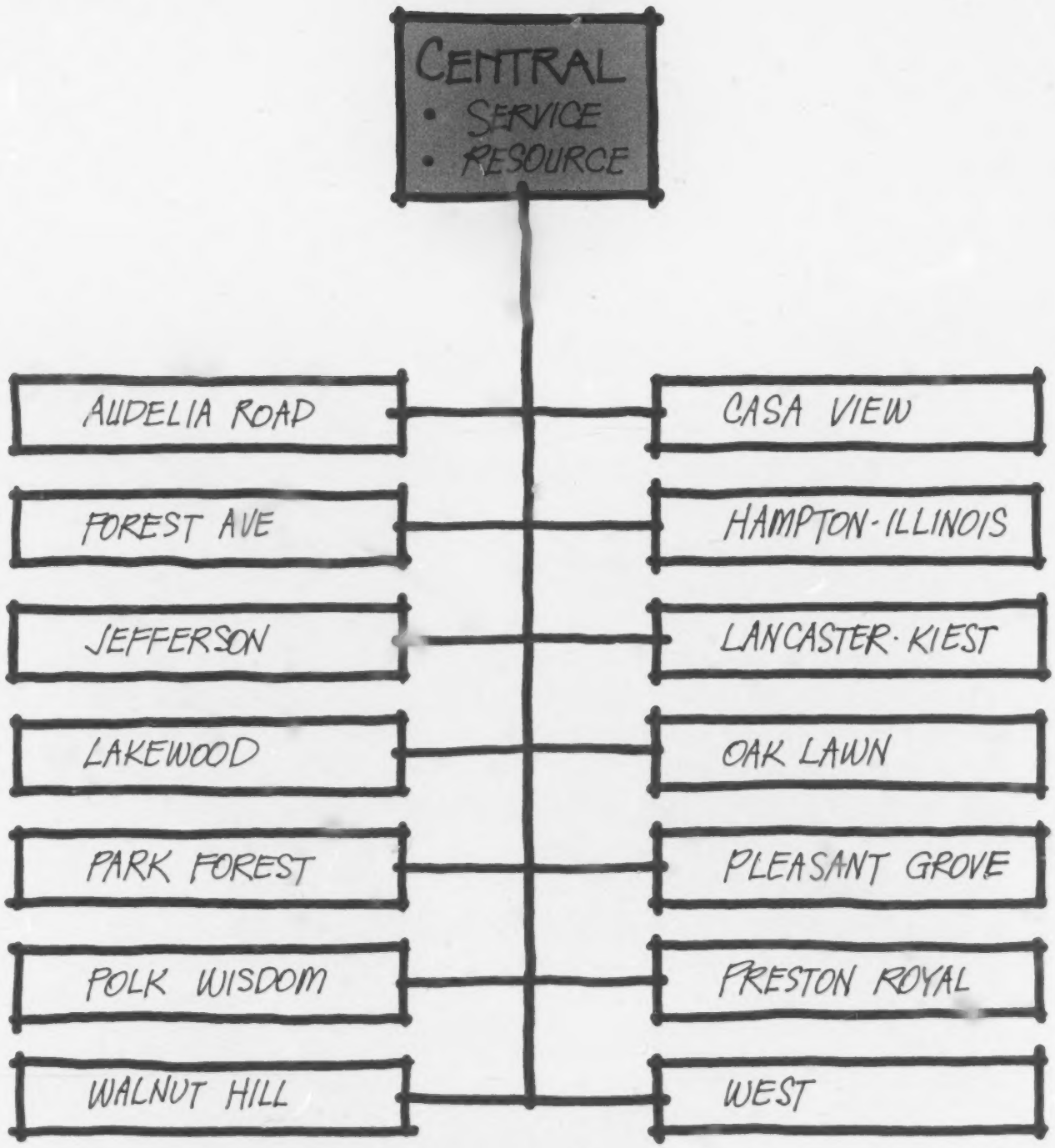
To plan for tomorrow's Central Library, however, a close look must be taken at the System and the specific roles which need to be accomplished at the Central level, as opposed to Branch operations.

The Central Dallas Library

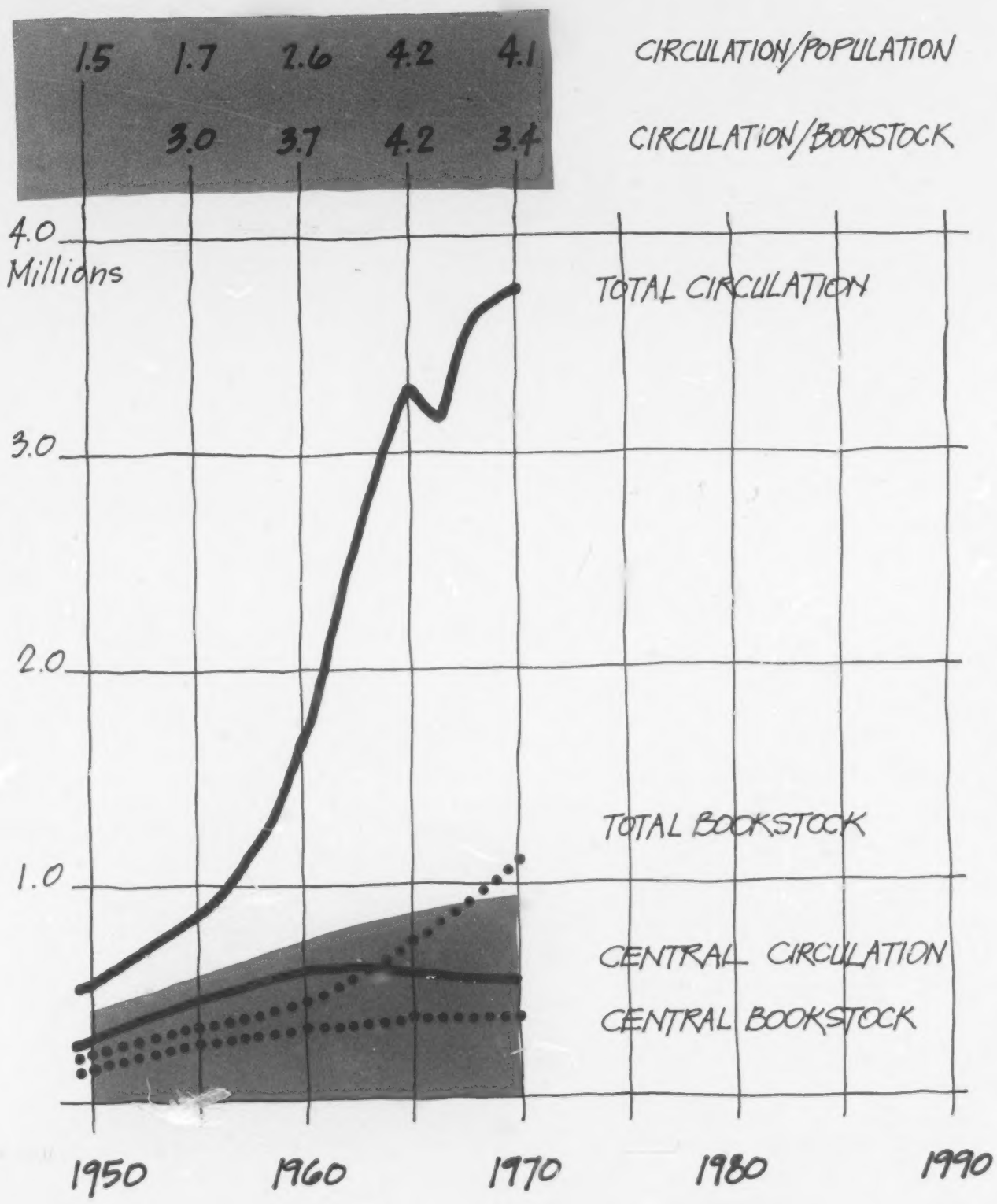
4



The Dallas Public Library is today an interrelated network of the Central facility and 14 branches —a "system" in the truest sense. Of course, it was not always so. When the original Carnegie Library Building was built at Commerce & Harwood in 1901 it was the only facility in Dallas...the first free Public Library in Texas, as a matter of fact. Fifty years later there were still only 5 neighborhood branches, and their size, circulation and function placed few demands on the Central facility. In this framework the existing building was planned and constructed on the same site as the Carnegie Building. Altho it was over 3 times as large as the original building, it nevertheless was not planned with the anticipation of the System growth that took place in the following 20 years.



1971 Dallas Public Library System

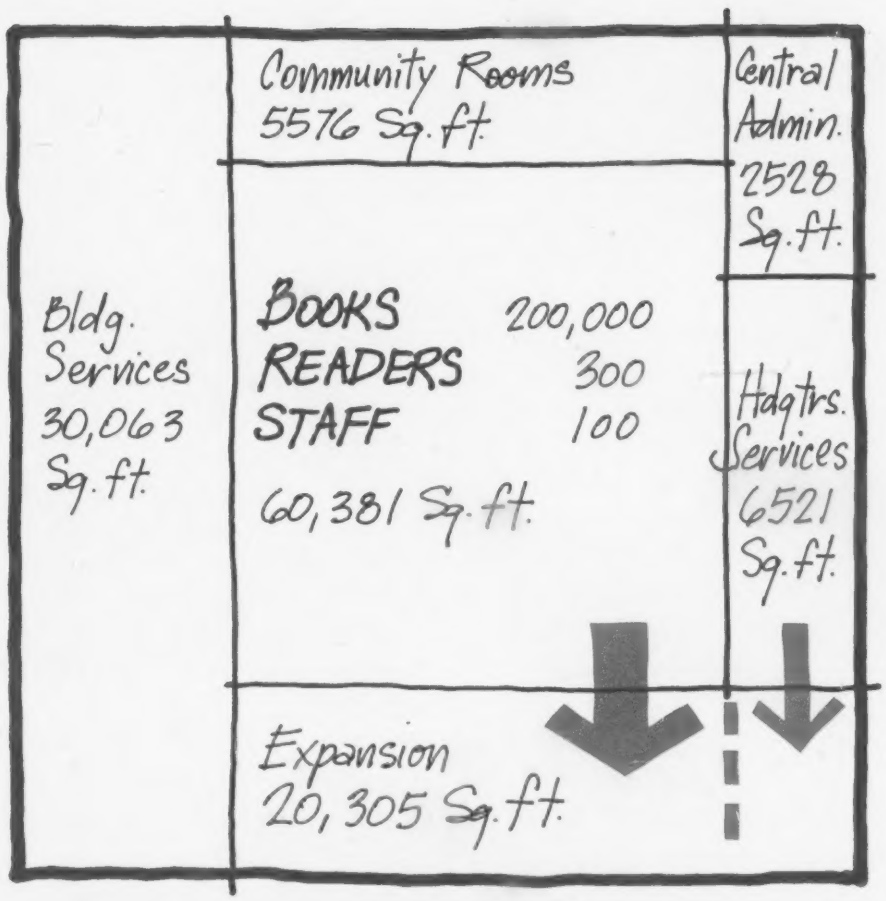

1.5
1.7
2.6
4.2
4.1
CIRCULATION/POPULATION
3.0
3.7
4.2
3.4
CIRCULATION/BOOKSTOCK
4.0
Millions
TOTAL CIRCULATION
3.0
2.0
TOTAL BOOKSTOCK
1.0
CENTRAL CIRCULATION
CENTRAL BOOKSTOCK
1950
1960
1970
1980
1990

During the 1950-1970 period, the use of the total library system increased drastically. Circulation figures indicate that the use *per person* in Dallas multipled 2½ times even though the population doubled. The total bookstock increased nearly five-fold, but even so the circulation per book increased approximately 13%. It is obvious that the preponderance of the circulation would naturally be thru the branches, since they have taken over the majority of the popular library function of the system. But circulation statistics alone are not the complete measure of the library, especially the Central Library, since its role is increasingly that of a resource and reference center.

Since 1955 the Central Library has begun or dramatically expanded these services:

Telephone directory service
Telephone reference
Microforms
Photocopying
Cassettes
Municipal Reference
Exhibits
Adult mounted picture file
Print collection
Framed circulating pictures
Music scores
Community Education
Meeting rooms
Out of town newspapers
Rare Book Room
Record players in Youth Room
Print shop activities

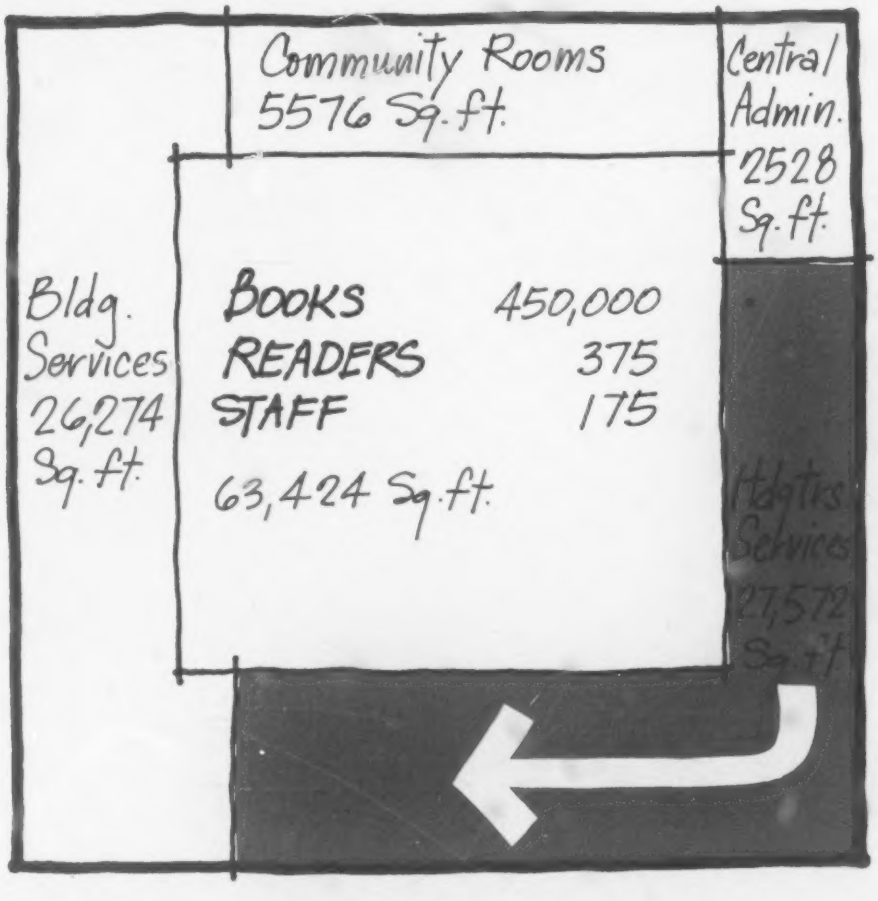
Several of these were unforeseen when the existing building was being planned, and have as a result had to function in space sometimes best described as makeshift.



ANTICIPATED GROWTH PATTERN 1955

The growth of the system has caused other changes in the role of Central, since numerous administrative and technical operations for the branches are done in Central. An illustration of the strain the branch growth has caused is the comparison of area allocations within the building. The original 1955 structure used about 5/6 of the space, the remaining 1/6 being provided for expansion. The Central collection was 200,000 volumes, 300 readers and required about 100 public service staff; it was anticipated the expansion would accommodate the increased Central collection, readers, and staff as it grew.

In fifteen years the collection has doubled, the public service staff increased to 175. But practically none of the [illegible] space has been available, since the Service Center operations more [illegible]ed. This has meant a filling up and [illegible] crowding of the original space for the basic collection, allowing practically no expanded facilities for readers on premises.



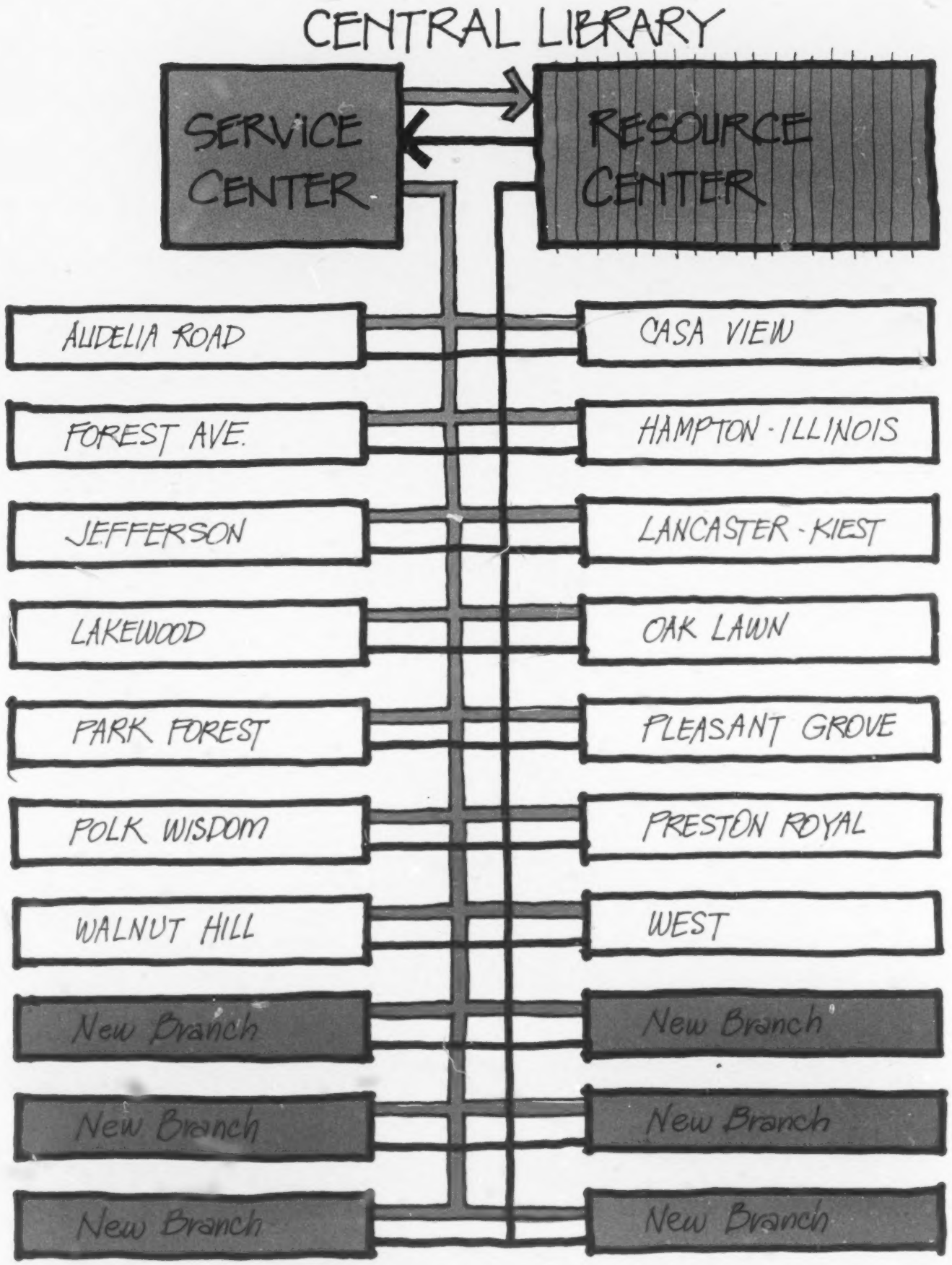
ACTUAL GROWTH PATTERN 1970

Looking ahead to 1990, it is likely that the popular library function will continue to be accommodated by the branches, while more serious, indepth research will be done at Central. Technological developments allowing economical materials transfer may have ramifications for the branches, in that resources not normally available except at Central could be viewed at a branch, but inherent difficulties exist for much increase in serious library use at the current branches. Popular library usage and serious study do not mix well; branches are for the most part used to capacity now, and space-consuming revisions such as might be required to house the serious student will not be easily accommodated.

There will be a need for more branches as development continues, even including a downtown branch for those who live or work nearby. Repeated proposals are made projecting housing developments within the freeway loop within the next two decades. While this has as yet not materialized to any degree, if it does the need for a downtown branch would be accelerated.

The downtown branch would also be a help to the culturally disadvantaged who would be more attracted to a small branch than to the necessarily large facility that will comprise the Central Library.

Tomorrow's Central Library will continue to serve a dual role—as Resource Center and as the Service Center for the System. It is probably important to outline these functions separately, since their needs require different kinds of space, grow and change at different rates, and could very possibly be housed remotely in respect to each other.



1990 Dallas Public Library System

CENTRAL LIBRARY:
RESOURCE CENTER

1. **Research Center:** This term would be intended to include the basic comprehensive collection. It obviously is true that there are many items which cannot be feasibly duplicated at each neighborhood branch, and this facility will house those special materials. The Central collection (which doubled in 20 years) is now approximately 450,000 volumes. This is currently growing at a net rate of 20,000 volumes per year and should accelerate. A central collection of 1,000,000 volumes by 1990 is likely to be needed to service Dallas's enlarged population.
2. **Educational Center:** To accommodate the shifting emphasis in self-directed education a special area of the library is likely to be needed as an educational center. Here could be special study carrels, seminar rooms, even classrooms, as well as a heavy concentration of technical equipment for micro-reading, audio and video receiving. Some of the seminar and classrooms can do multiple duty as conference and meeting rooms, used by other groups. Special collections should be organized in conjunction with the educational center, such as material on school and college information, vocational guidance information, and testing aids.
3. **Governmental Information Center:** The increase in Federal, State and local governmental activity and their shifting programs alone requires a major library effort to keep current information available. The professionals in government activities – from city planners to social workers – need access to special collections designed to augment their work. The public also needs access to information as to what services are available, whom to see, etc. A special area – separated from the general research center should be available as the governmental information center. A series of meeting, seminar rooms and private study rooms are also needed in this area.

   Special communication links to this Center will be needed to serve government officals without their need to visit the Library per se.
4. **Community Information Center:** Closely akin to the governmental information center is the need for a community information center. This is the logical area not only for collections of information about the community but for special display spaces, community meeting rooms, forum spaces and lecture halls. These are the natural adjunct areas to exhibit spaces for various cultural-educational exhibits and shows.

5. **Bibliographic Center:** Currently a researcher must often go from library to library in a search for a given document, never knowing whether or which library in the area (DPL, academic libraries or other community libraries) has the material. Similarly, the researcher needs a complete compiled list of published works on a given subject. The Dallas Public Library is the logical location for such a complete Bibliographic Center.
6. **Reference Center:** The popularity of the telephone reference center of today is an indicator of the importance of the reference service of the Library. In a large measure this portion of the Library's services will be the "switching center" for the community.
7. **Translation Center:** We can assume a dramatic increase in international communications from Dallasites once the international airport is completed. A special area should be available to establish a translation center. Collected here would be major foreign reference material, small meeting rooms, electronic taping and photocopying equipment, but the physical space itself would probably not be large, at least in the early years.
8. **Special Collections:** A resource library of the significance of the Dallas Public will surely attract in the next 20 years several important special collections. Often assembled over a lifetime with rare and fine volumes, many deserve a place to be kept for public use without their being fractured or lost. Special areas should be set aside, with proper partitioning, controls for accessibility, storage techniques, even with special lighting or air conditioning available.

16

CENTRAL LIBRARY:
SERVICE CENTER

1. **Administrative Center:** The administrative offices for the entire system would include necessary facilities for the Director and his staff. Included would be the functions of:

   Business Management, including all budgeting, supply and duplication operations;

   Personnel, including all records, training, counseling, interviewing;

   Public Relations

   Facility Operation and Maintenance, including maintenance of the communications equipment, a problem needing greater attention thru the years;

   Systems Analyst

2. **Processing Center:** The function of this section would be to provide services to the entire system of:

   Materials Selection—including review of material requests and evaluation of material for acquisition;

   Materials Processing—including acquisitions, gifts, cataloging;

   Materials Control—including the registration file, overdue file, and generally keeping up with the entire collection.

3. **Special Services**

   Community Education

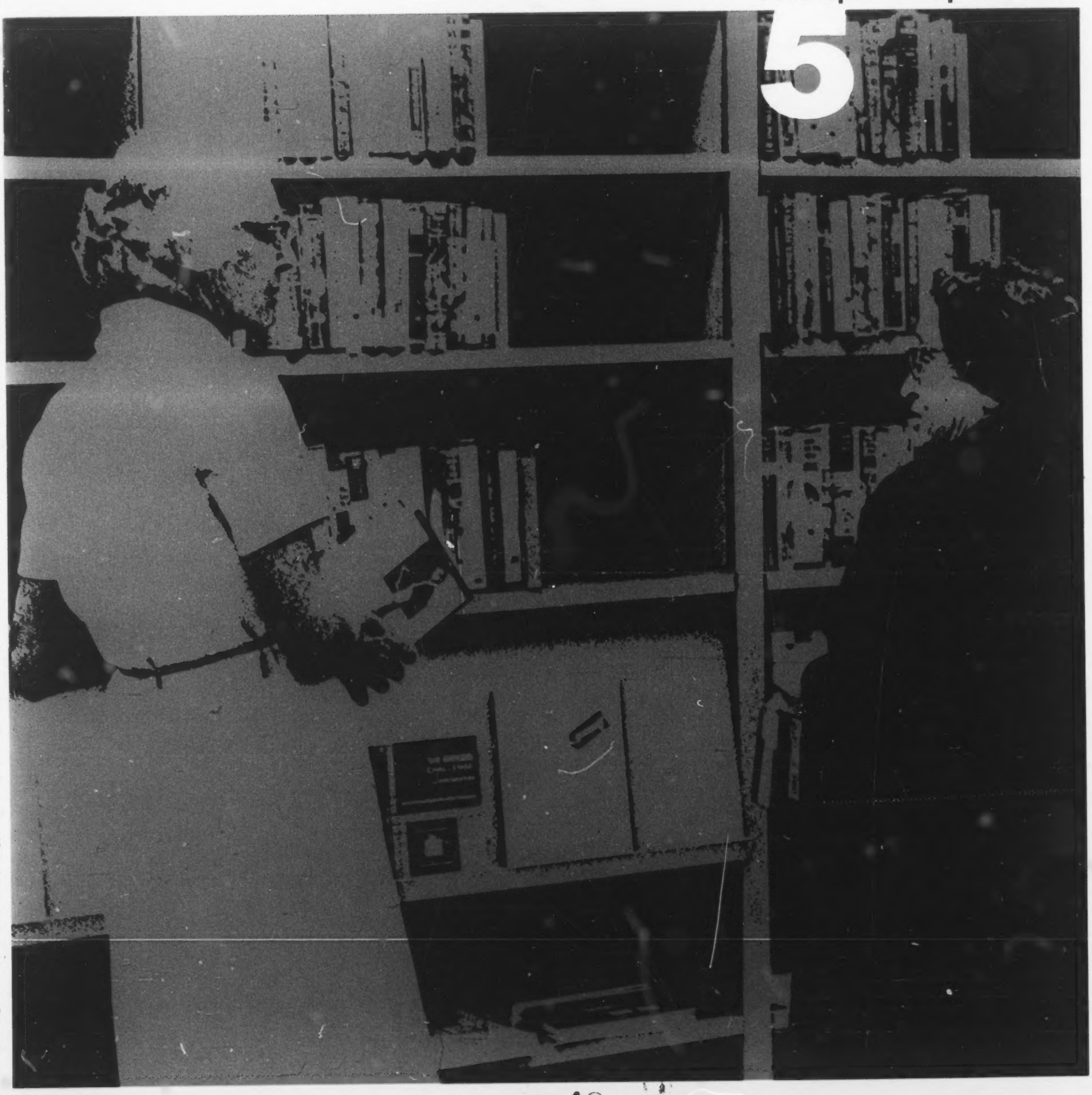
   Production of Special Media

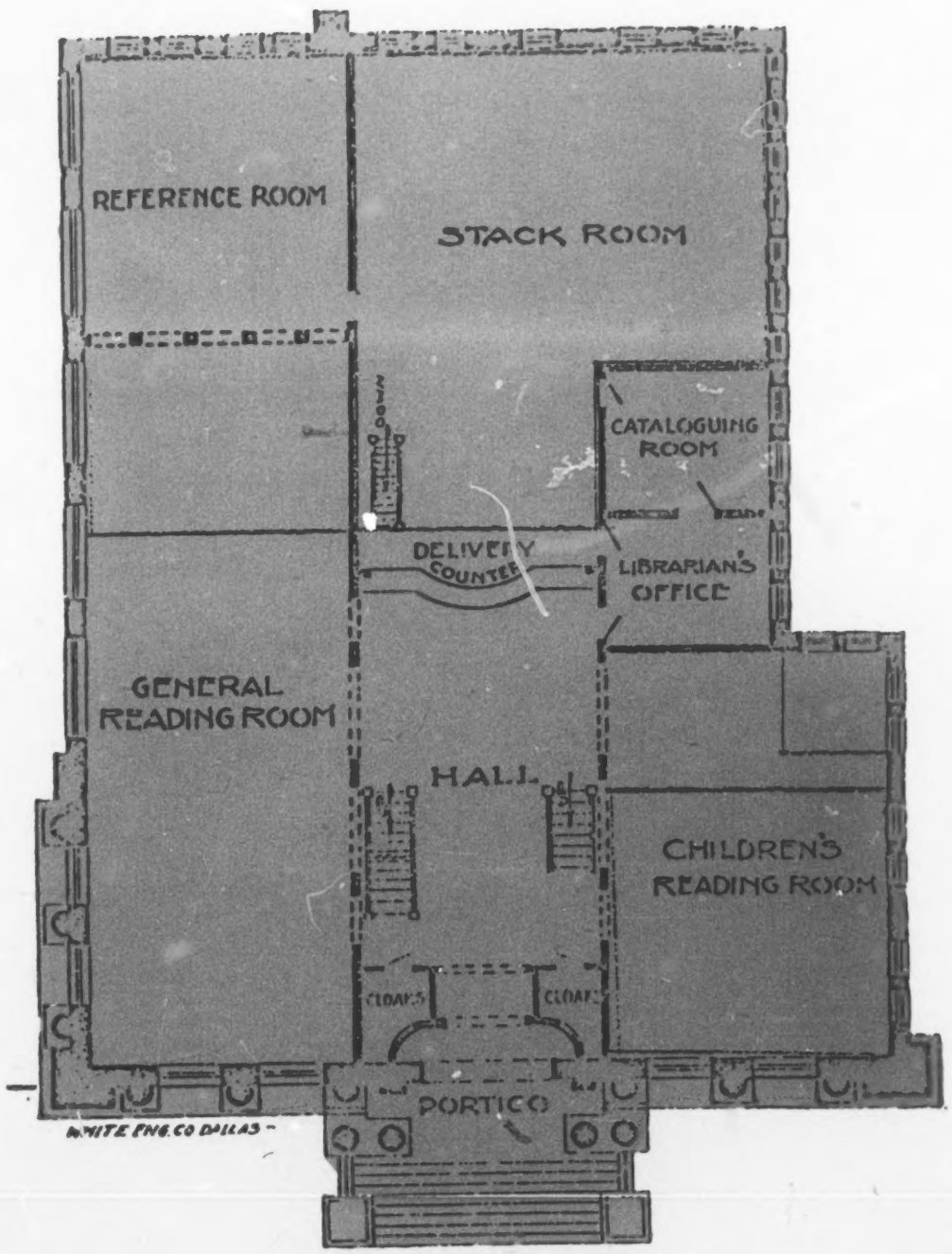
   Exhibit & Display Preparation

   Consultive Services relative to the library's role as a major resource center.

1990 Space Requirements

5



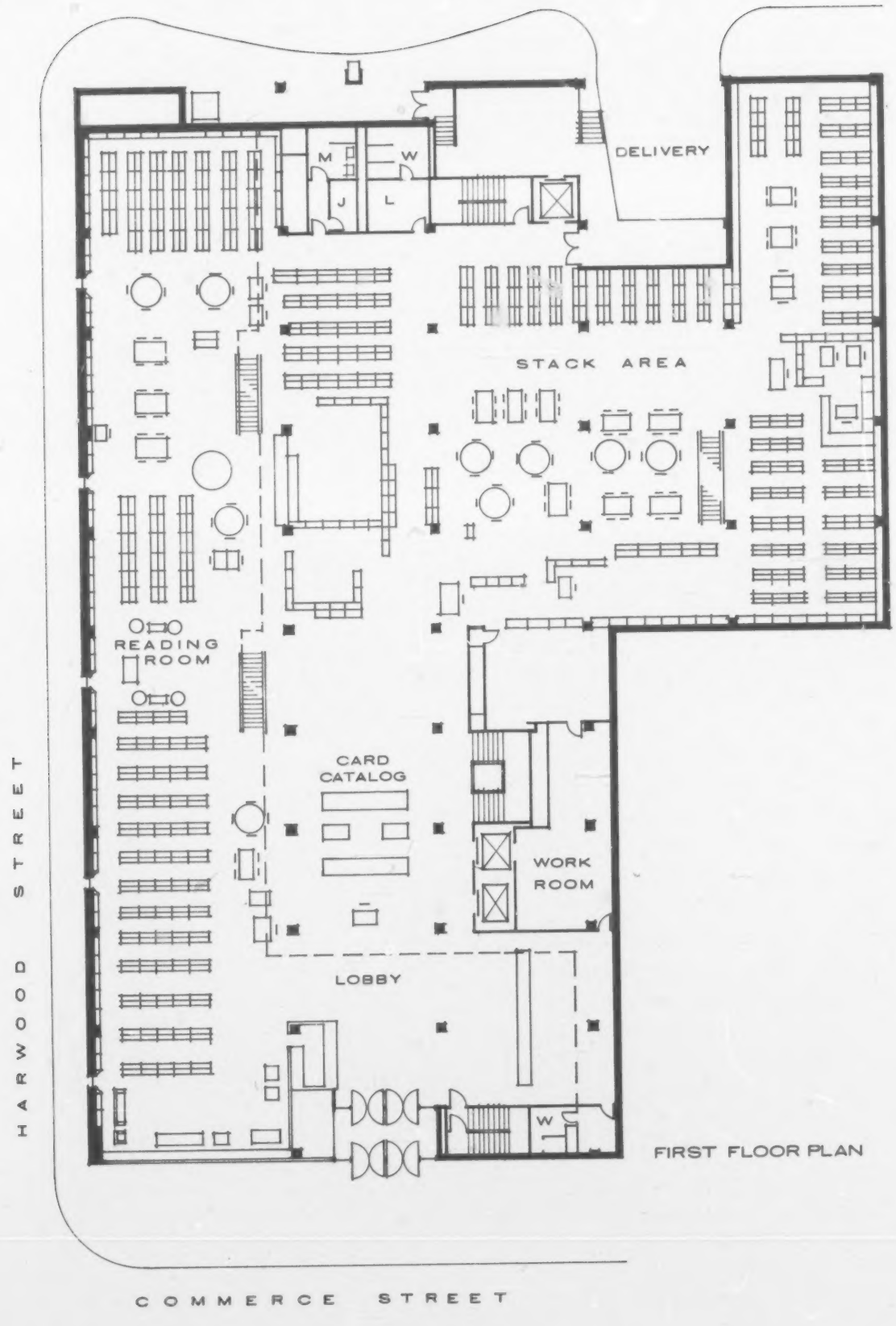


·FIRST·FLOOR·PLAN·

How much space will be needed to house the Dallas Central Library of 1990 and what will be the characteristics of that space? To answer these questions it probably is important for us to examine the space and its characteristics that has been used by the Central Library thru the past decades.

For half a century the Central Library's growth was contained in the Carnegie Building, which had a 1st floor, 2nd floor and basement. Total area of these spaces was under 35,000 sq. ft. Throughout the years of its use changes took place within this space; a Mezzanine of over 5,000 sq. ft. was constructed in the 1st floor area under the high ceiling so that by the time the need for a new library was insistent, the Central Dallas Building had approximately 40,000 sq. ft. in use.

This building was typical of its time. It was monumental in appearance and the interior character showed the philosophy of library service. As the patron entered the Main Hall he approached a "delivery counter", at which point he requested the book he was looking for. The librarian then disappeared into the stack area to retrieve this book and more often than not, the patron retired to a general reading room to examine or read it. It is important to remember that the majority of this space was poorly lighted, never air conditioned, and functionally obsolete by the time it was replaced.



FIRST FLOOR PLAN

CENTRAL DALLAS PUBLIC LIBRARY·· 1955

51

The existing Central Library Building was constructed on the same site as the Carnegie Building with the addition of some property acquired to augment the size of the site. It covers the full area of property and is six levels. Occupied in 1955, the building contains 125,374 sq. ft. Part of that area was approximately 20,000 sq. ft, of built-in expansion space.

Basically the existing building is consistent with the better quality libraries of its time. Its volume, materials and arrangement avoid undue monumentality, the lighting and structural grid are modular with the spacing of free-standing book stacks. But all its space is currently occupied and in certain areas severe overcrowding exists.

Area Statistics
Central Dallas Library

Elevator & A/C – Penthouse	2,850
Third Floor	16,300
Second Floor	24,264
Mezzanine	14,604
First Floor	23,915
Ground Floor	19,127
Basement	24,314
Total Area	125,374 sq. ft.

What are the space needs of 1990? Ultimately all of the functions previously described must be physically accommodated, and normally the estimating of such space requirements is done by applying one of several formulas which have been developed through the years by library planners. It is worth examining at least one of these common formulas to see if its rules would apply, not only to libraries of today's function, but to libraries of the changing functions which are anticipated in the next two decades in Dallas.

This formula was applied to the current capacity of the existing Dallas Public Library Central Building and the total theoretical area approximates the area that currently exists in the building. This application to the known situation illustrates the degree of relative crowding that results from the application of this formula.

A Commonly-Used Formula for Space Estimation:

Collection:	15	volumes per sq. ft.
Readers:	25	sq. ft. per person
Public Service Staff:	125	sq. ft. per person
Special Areas:		Estimate separately
Total Net Area (66⅔% of gross)	=	Assignable space
Add (33⅓% of gross)	=	Unassignable space such as corridors, equipment rooms, toilets, stairs, elevators
Total (100%) Gross	=	Area of building (excluding parking and loading requirements)

Will such a general space formula continue to be valid in the future? The collection must still be housed, whatever form it will take. We can assume a continued growth in the local collection and the majority of it to be in book form, while a growing percentage will be in other media. Certain questions regarding space will have to be answered, such as whether the Library should store all casettes or microfilm together, or whether all information relative to a subject regardless of the form should be placed together. There is a growing sentiment for the latter option, but this convenience causes a small loss in efficiency in standard storage units.

We can also assume that there will be a continued need to access the collection by circulation corridors. There are systems which incorporate mechanical devices for retrieval and types of storage units which (by sliding tracks and other devices) compact the shelving so as to reduce the corridor space.

On balance, it does not seem likely that the entire Central collection will convert to any technique within the next two decades which would result in major space saving, even though unquestionably a greater percentage of the collection will be on micro-forms. All things considered, it appears that the general rule of 15 volumes/sq.ft. of building space should still be used for projections.

The space required by the Library user is likely to increase, however. Certainly the serious researcher referring to many sources other than books—some film, others in periodical or video tape form—will need more area than the same reader of two decades ago. Furthermore, since the branch libraries continue to serve the function of accommodating the less serious reader on a neighborhood basis, the proportion of serious researchers who would require expanded space will be greater in the next two decades at the Central Building. An increase, on the average, from 25 sq. ft. to 40 sq. ft. per person is not exhorbitant, especially when we consider the need to provide space for all the machines and equipment for reading photo-reduced copy or material of other media.

The third basic area, that allocated to staff, is more complex than the general formula of 125 sq. ft./person. Space for staff is also likely to increase per person within the types of areas involving the Resource Center activities. An estimate of approximately 150 sq. ft./person appears to be more reasonable, so that the increased space needs of technical equipment can also be accommodated. The space needs of the staff in those system headquarters functions must be estimated separately by rules much more akin to office buildings than the library formulas.

The 1990 space requirements for Dallas' Central Library can then be estimated thus:

RESOURCE CENTER

1. Research Center				
Basic collection	1,000,000 / 15	=	66,700	
(1 vols) readers / 1,000	1,000 @ 40	=	40,000	
(1 vols) staff / 2,000	500 @ 150	=	75,000	181,700 SF
2. Education Center				
general area	2,000			
seminar-meeting	2,000			
			4,000	
3. Government Information Center			4,000	
4. Community Information Center				
general	5,000			
seminar-meeting	3,000			
			8,000	
5. Bibliography Center			5,000	
6. Reference Center			5,000	
7. Translation Center			1,000	
8. Special Collections			2,500	
9. Special Areas				
Exhibit space	4,000			
Public Catalogs	3,000			
Staff facilities	1,000			
			8,000	
	Total Net (66⅔%)		219,200	
	Non Assignable (33⅓%)		109,600	
Resource Center =	Total Gross (100%)		328,800	
		say	325,000 SF	

The Resource Center basically grows as the collection grows. Beyond 1990 some of the technological developments of information transmission, network hookups, etc. may ease somewhat the burden of collection growth, for each individual library. Even so, it would be wise for the Resource Center to have the capacity of a 50% expansion.

SERVICE CENTER

Administrative Center		
Administrative Offices	4,000	
Business Offices, including		
Personnel & Systems Analyst	8,000	
Fac. Operations & Mtnce.	10,000	
		22,000
Processing Center		20,000
Special Services		
Media Production	4,000	
Exhibits	2,000	
Consultive	2,000	
		8,000
Net area (66⅔%)		50,000
Unassignable 33⅓%		25,000
Total Gross		75,000 sq. ft.

The Service Center's growth is more geared to the System's growth, which could be dramatic, considering the mentioned factors which could affect the System's outreach and responsibilities. The Service Center should be capable of a 100% expansion.

The Total Gross Area, then, of the Central Library should be approximately 400,000 sq. ft. with the capability for further expansion to approximately 600,000 sq. ft. By these formulas, this should mean the 400,000 sq. ft. building would have some built-in expansion until approximately 1990, when it would be about as completely utilized as is the existing building.

A listing of area required is not enough, since one square foot does not equal another, depending upon its arrangement, proximity to other areas, and technical capabilities. The characteristic of each area must be defined.

The entire area of the Resource Center should be structurally capable of receiving the loading of conventional bookstacks spaced at minimum spacing. Location of columns, lighting, air-conditioning outlets should be modular with bookstack spacing. Capability to change ductwork, electrical distribution or other services is essential. Flexibility is a key characteristic.

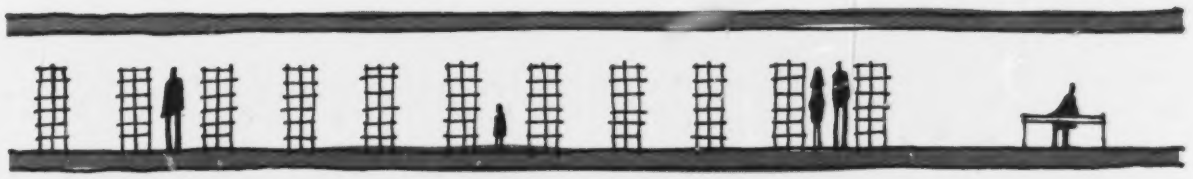
The aesthetic character is extremely important, since the building should not appear a "dull warehouse" for books. Remembering that the structure is to be capable of holding 1,000 readers and over 500 staff, it should be an attractive "people-place". It should be exciting and interesting, a public building worthy of the cultural standards of a sophisticated city.

While not conceived to be an "art museum", it should have numerous points for fine works of art and the building itself set the pace by being an outstanding architectural environment.

For the last 30 years or so, most major libraries have provided an open stack form of service where the patron may browse freely among the shelving. The library itself has been located as close as possible to pedestrian traffic, arranged to be as inviting as possible to the passerby—almost like a retail store—and the typical floors (if the library is multi-story) are as large as possible to accommodate among other things the ease of movement from area to area by the browsing library user.

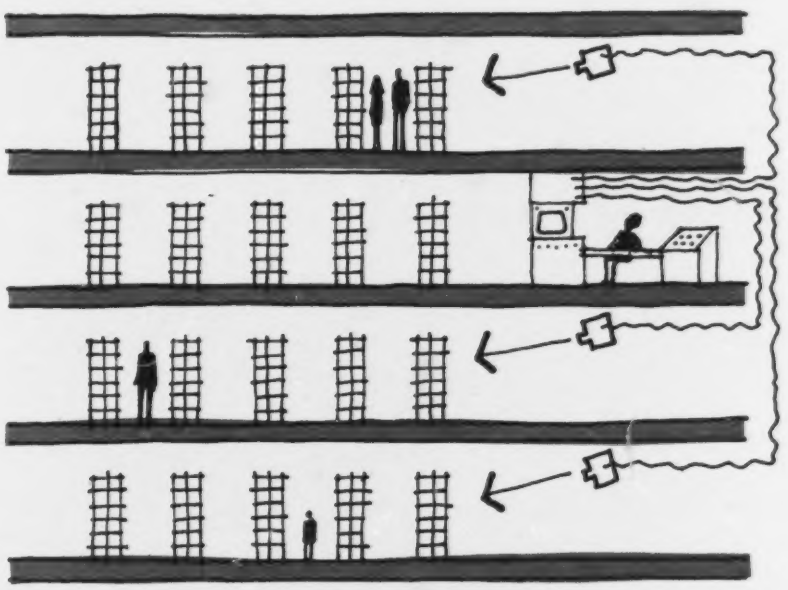
These large floors have had the advantages of accommodating changes in departments and easy control by librarians from strategically located points. (Extremely large floors, however, do cause excessive walking distances and become inconvenient.) Such basic premises almost always resulted in "horizontal" buildings, many planned expecting all vertical circulation via stairs except for service.

The changing functions of the Dallas Public Library, however, may well provide other opportunities for building layout and arrangement.

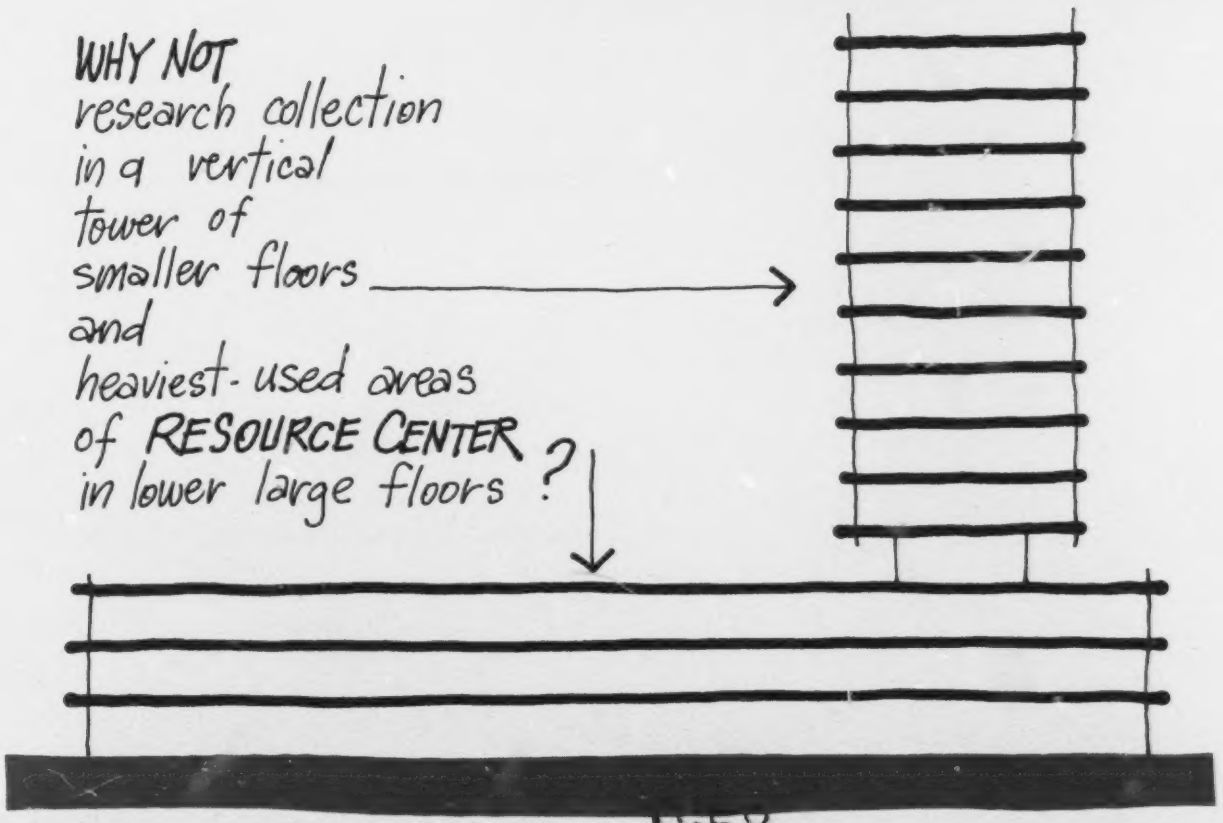


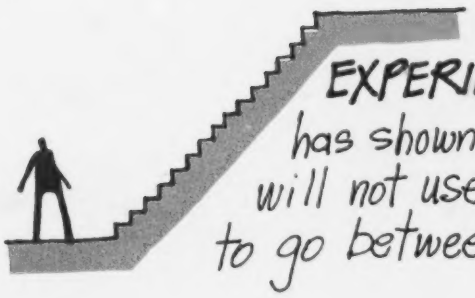
INSTEAD OF large floors throughout...

WHY NOT
smaller floors
with TV monitors
to extend
library staff
service
and
control?

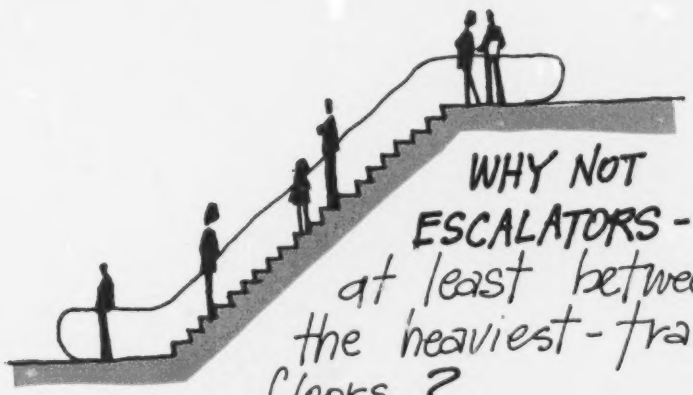


WHY NOT
research collection
in a vertical
tower of
smaller floors
and
heaviest-used areas
of RESOURCE CENTER
in lower large floors?



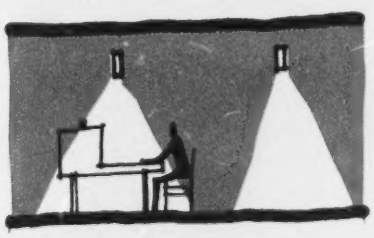


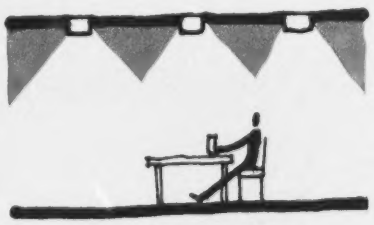
EXPERIENCE
has shown the public
will not use stairs
to go between floors



WHY NOT
ESCALATORS -
at least between
the heaviest-travelled
floors ?

WHY NOT DIFFERENT
ENVIRONMENTS ?



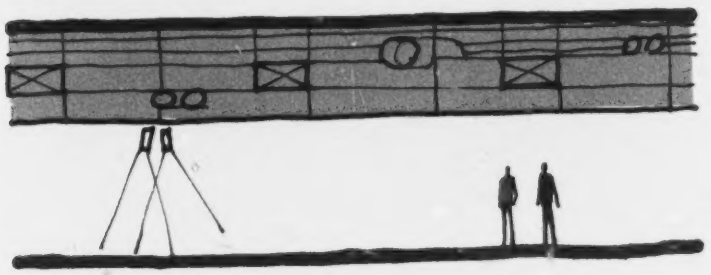


LIGHTING -
low level for
projected images

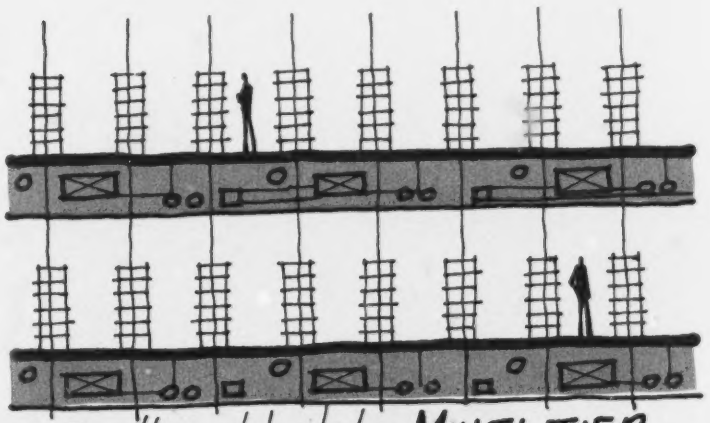
high level for
printed material

OPEN SPACES · and some
CLOISTERED spaces
WORK & STUDY ROOMS
for the public

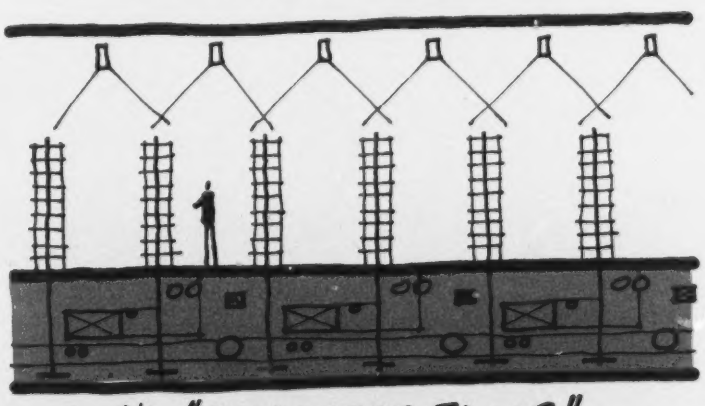
AND, for technical flexibility,
WHY NOT



DEEP ATTIC SPACES
for unprogrammed needs ?



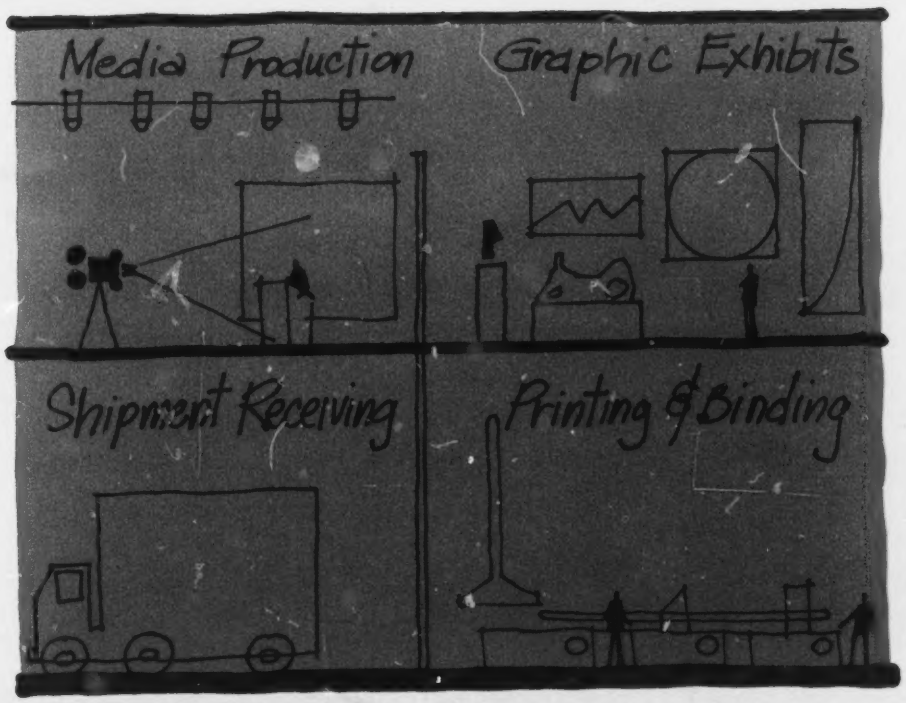
OR, the old-style **MULTI-TIER**
stacks with a **NEW** wrinkle...
BIG ATTIC SPACE ?



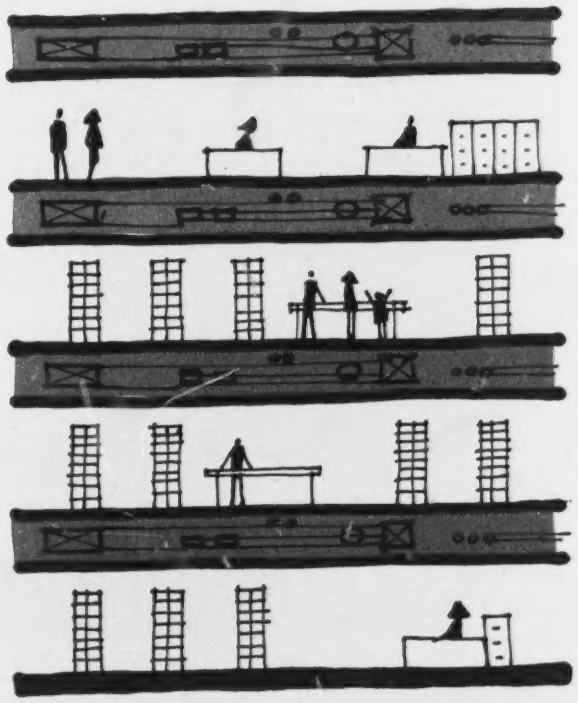
OR, the **"COMPUTER FLOOR"**
integrated with Bookstack supports?

Service Center Characteristics:

The Service Center's space divides into 2 distinct characteristics: office-type space and shop-type space. The majority of the Administrative Center, the consultive services and systems analyst areas could be typical office-type areas. The Processing Center should be on one level and will require greater than normal office loadings. Facilities operations and maintenance, exhibit preparation and media production centers need more shop-type construction, with rough-use finishes and equipment. Easy access to shipping and loading will be essential, since all materials that are acquired for the system will be processed thru this area.



SHOP-TYPE SPACE



OFFICE-TYPE SPACE

And

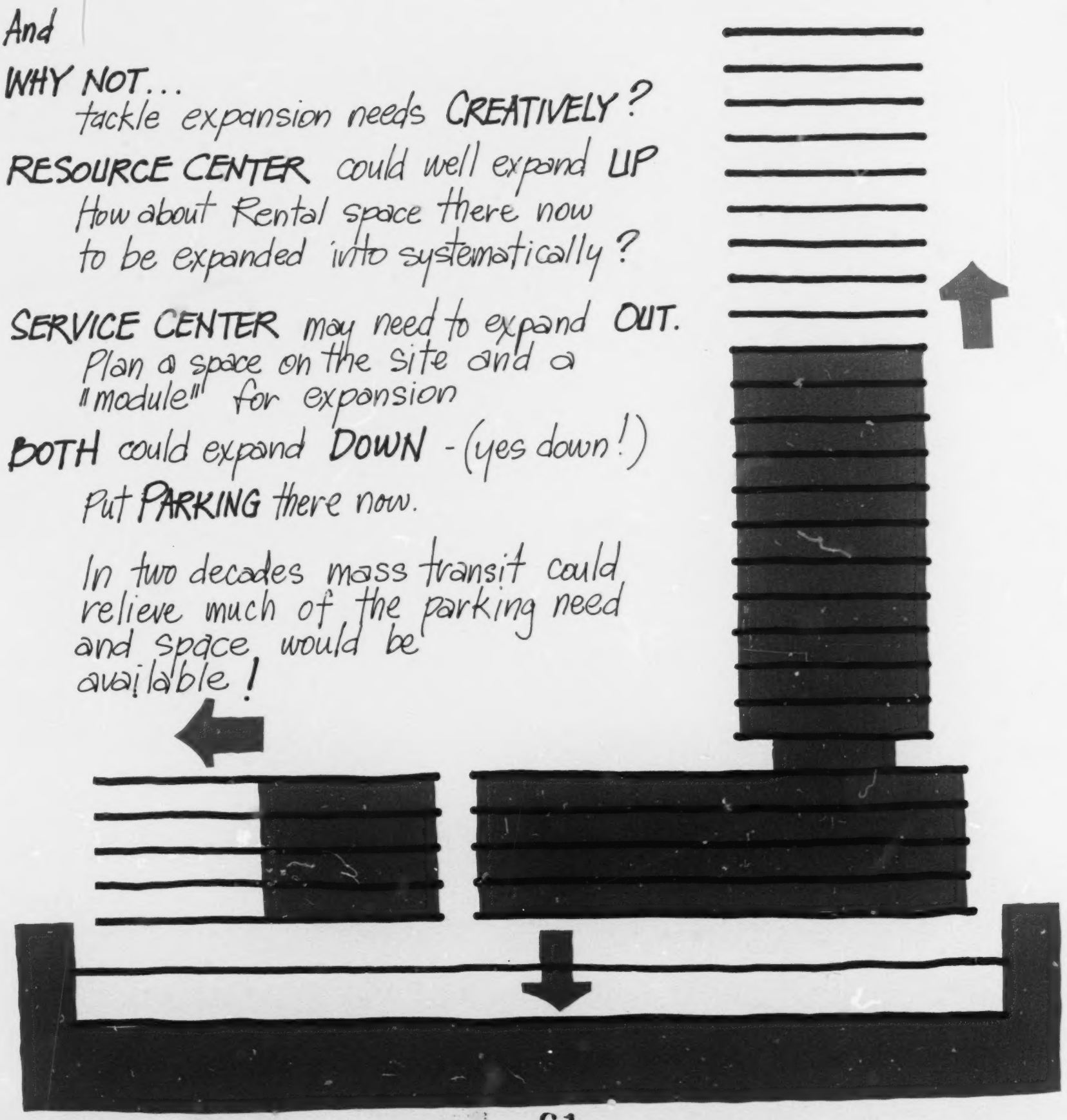
WHY NOT...
tackle expansion needs **CREATIVELY**?

RESOURCE CENTER could well expand **UP**
How about Rental space there now to be expanded into systematically?

SERVICE CENTER may need to expand **OUT.**
Plan a space on the site and a "module" for expansion

BOTH could expand **DOWN** - (yes down!)
Put **PARKING** there now.

In two decades mass transit could relieve much of the parking need and space would be available!



PARKING AND SERVICE REQUIREMENTS

The existing building has no parking provided and only two stalls for truck loading. The lack of parking provided on-site has been a general complaint. A special need has also existed for drive-up service (to pick up film rentals and the like), but there is no space for this.

Considering the maximum reader capacity of the new facility is 1000 and staff exceeds 500, the need for parking is a serious concern. Some determination must be made as to the reasonable number who would need parking, assuming a site in the CBD.

A questionnaire was circulated throughout all the Dallas libraries in November 1970. While care must be exercised in applying these statistics to another facility, we can make some assumptions and project them. We assume of the maximum possible 1000 patrons no more than 700 will be in the building at one time. We project that 210 (30%) would use the library incidental to work or shopping and would not require parking at the library; 210 (30%) would use mass transit or city bus; and 280 (40%) would need parking.

Considering a similar diversity with the Service Center and staff needs, another 350 spaces would be required. This would total 630 car spaces required for the 1990 (400,000 sq.ft.) facility.

PARTIAL RESULTS
LIBRARY USER QUESTIONNAIRE

How often do you use this library?	16% Several times a week	32% Once a week	34% Once a month	8% Once a year
How long do you usually use the library on one visit?	13% 15 min. or less	39% 30 min.	46% One hour or more	
Why do you come to the library?	6% Browse	22% Specific information	12% School work	14% Pleasure
What do you usually do?	44% Come specifically	8% Shopping trip	12% Work/ school	12% Lunch hour
How do you get here?	22% Walk	18% City bus	51% Motor vehicle	

Although it may be decided that a City-owned facility should provide at least all off-street parking its users would need, we have chosen to simplify our calculations by complying with the minimum requirements of the zoning ordinance for any area of the Central Business District (CA-1 or CA-2). For the building sizes listed later in the Options, these are:

BUILDING AREA:	75,000	300,000	325,000	400,000	500,000	600,000 sq.ft.
Off Street Parking Req'd @ 1/2000 sq.ft.	38 cars	150 cars	163 cars	200 cars	250 cars	300 cars
Estimated Car Parking Area @ 1 car per 350 sq.ft.	13,300	52,500	57,000	70,000	87,500	105,000 sq.ft.
Off-Street Truck Loading Stalls	2	4	4	5	6	7
Off-Street Truck Loading Stalls @ 500 sq.ft. ea.	1000	2000	2000	2500	3000	3500 sq.ft.
	14,300	54,500	59,000	72,500	90,500	108,500 sq.ft.

The Existing Building

6

The design of the existing building was begun in 1952 based on program recommendations prepared from the report by Wheeler & Jacobs. The plans were completed and bids taken in 1953; construction was completed and building occupied in 1955. The building has undergone several modifications of interior partitions, but its general appearance is as it was when it was completed.

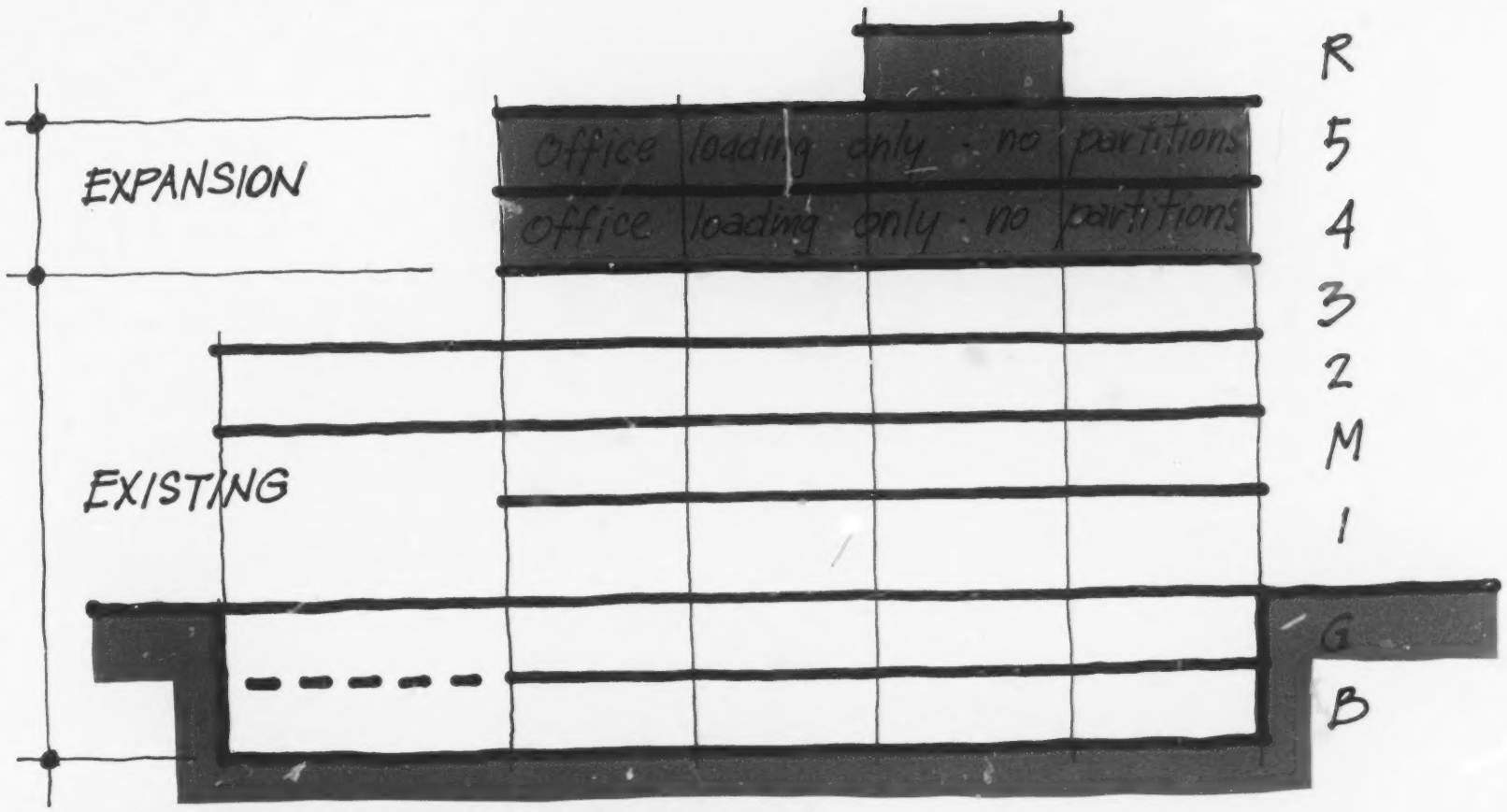
65

Assuming the total need for space in 1990 to be 400,000 sq.ft., the existing space must be examined to see what part, if any, if can fill of that total.

Considering the variety of functional changes which have been accommodated, the building has served remarkably well. Its design is based on a 9′ grid so that columns are in 18′ x 27′ bays, allowing stacks to be located efficiently in 4′-6″ spacing. The lighting and air conditioning works with this module to allow flexibility of placement of the stacks.

There are several problems with the building that must be weighed when its use in the future is contemplated:

1. The air conditioning and ventilation system was designed in the basement areas to accommodate little-used book storage and few people. The rapid growth of the System service areas has required a heavy office-type concentration of staff there, and the cooling and ventilation is totally inadequate for this use.
2. The building's floor to floor and ceiling heights were designed purposely to be kept to a minimum. (This is quite common in libraries of this era.) Several areas were "mezzanine" types areas and it was felt apparently that such minimum heights would encourage easy access via stairway to the adjoining levels. The exacting clearances left little extra space for additional conduit, cable, duct-work or other additions in the attic areas. This has meant that although the building's plan arrangement is quite adaptable, its technological flexibility is severely limited.
3. The building is crowded to over-flowing now.
4. Its decor is outdated and should be renewed if the building is kept in permanent use. Revised colors, carpeted floors, refinishing of doors and woodwork are only a few of the items needed.
5. Elevator service is slow to inadequate. Virtually all patron traffic between floors is via elevators.
6. The growth of the System has dramatically increased the demand for loading dock facilities, which make the existing dock outdated and inadequate.
7. The layout of the existing building causes the users who seek a "popular library" use to move thruout the building, creating inefficient traffic conditions. In other words, the building is a hybrid of a branch library and a resource center.



1970 : EXPANSION POSSIBILITIES

The building was designed for possible expansion vertically. Two additional floors (4th and 5th) can be added. Each floor would contain approximately 16,500 sq. ft. gross, but this will increase the existing building's area by only 13%. This expansion would present numerous problems: the elevators would have to be replaced, air conditioning penthouses relocated; the two new floors would require additional air conditioning capacity and the act of construction itself could interrupt the use of the library significantly.

The major problem, however, is that the original design included structural loadings for these floors only to carry office-type floor loading, not book stacks. Such office loading (50 lbs. per sq. ft.) assumed primarily open space with no additional allowance for partitions. Much of the office-like work of technical processing still requires heavy loadings and would not be a feasible use in this expansion.

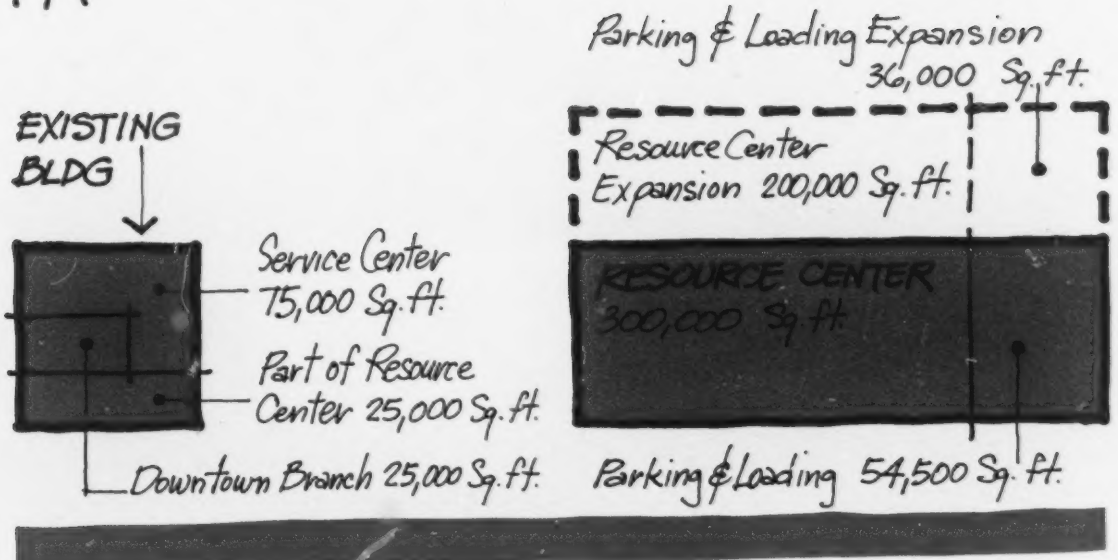
The cost of this addition would be approximately $1,250,000. Considering the limited use and quantity of the space gained, the expansion of this building is unfeasible for Central Library purposes.

If every variation on a theme were counted, the options open to provide the needed expansion are numerous. They can be grouped into three basic categories for study, even though the final decision may be a mixture or derivation of the basic options.

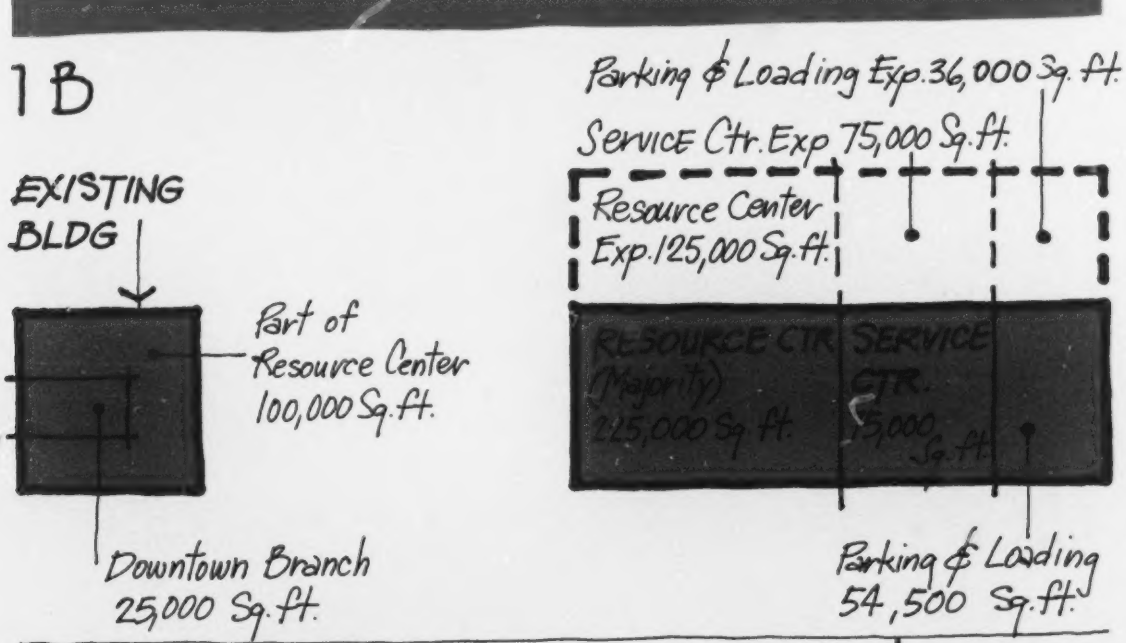
Certain assumptions are necessary to make these comparisons:

1. Assume only library requirements are being met, even though joint occupancy of the land, with rental space or air rights leased, may have merit ultimately.
2. Assume all costs are 1971 costs without loading factors of escalation. This can alter each picture, but there is little way that a time schedule can be predicted well enough to take this factor into account.

1A



1B



TOTAL: 600,000 SQ. FT. + PARKING & LOADING

OPTION 1:

KEEP EXISTING BUILDING AS A PART OF THE CENTRAL LIBRARY OF 1990

This option assumes the existing building, with extensive remodeling, can be utilized as either (1A) the Service Center location, with less than 10% of the Resource Center and a downtown branch, or (1B) about ⅓ of the Resource Center and a downtown branch. In either 1A or 1B, a new facility would have to be constructed on another site.

1. **Site Needs:** With either Option 1A or 1B, the Resource Center will be divided, and there will be numerous occasions when it will be necessary for staff and patrons to go between the facilities. The site should then be located as close as is reasonable to the existing building. Its minimum size will not be markedly different from Option 3, approximately 100,000 square feet.
2. **Estimated Costs:** (1971 costs – unescalated)

Construction Costs: New		
a. Site improvements	200,000	
b. Bldg. 300,000 SF @ $30.00	9,000,000	
c. Equipment (incl. communications & electronic eqpt.)	3,000,000	
d. Parking & Service 54,500 SF @ $10.00	545,000	
		$12,745,000
Construction Costs: Remodel Existing Building Allow		800,000
Planning & Contingencies		1,355,000
Total excluding site		$14,900,000
Site		2,500,000
Total including site		$17,400,000

3. **Time Schedule:** A realistic time schedule for planning and construction of the new building would be 36-42 months after site acquisition.

OPTION 1:

Advantages

- The basic advantage is that the existing building is kept in service as a library for at least two decades. It is always difficult to plan to phase out the use of a facility while it appears to be a perfectly sound building.
- The assumption of the continued use of the existing building over the next two decades allows the expansion to be planned smaller, producing a less expensive option.

Disadvantages

- The existing building's limitations, especially concerning technical flexibility, make it difficult to satisfy the future Resource Center or the Service Center functions. Option 1A especially would be difficult in this respect.
- The splitting of the Resource Center has obvious problems if it means the research collection is divided, since it would require the patron often to go from place to place to find the material he is searching for.
- There is a loss of a single identity for the Central Library.

2

OPTION 2:

SEPARATE RESOURCE & SERVICE CENTERS

This option would locate the Resource and Service Centers on different sites. This would allow them to be constructed at staggered times, using the vacated portions of the existing building in the interim. The existing building is assumed to be phased out as soon as the two centers are constructed.

OPTION 2:

Separate Resource Center

1. **Site Needs:** This facility should continue to be located in the Central Business District in order to serve the entire area efficiently. Assuming the largest floor to be more than the absolute minimum of 22,500 sq. ft. (15,000 net), but more nearly 50,000 sq. ft., the site should be a minimum of 80,000 sq. ft.
2. **Estimated Costs:** (1971 costs – unescalated)

Construction Costs:	
a. Site improvements	150,000
b. Bldg. 325,000 SF @ $30.00	9,750,000
c. Equipment (incl. communications & electronic eqpt.)	3,250,000
d. Parking & Service: 59,000 SF @ $10.00	590,000
Planning & Contingencies	1,374,000
Total excluding site	$15,114,000
Site	2,000,000
Total including site	$17,114,000

3. **Time Schedule:** Approximately 36-42 months to complete planning and construction after site selection.

Separate Service Center

1. **Site Needs:** Assuming a minimum floor size of approximately 20,000 SF, the 75,000 SF Service Center would be a 4-story building. About half the space could be quite appropriately housed in a basement, and a substantial amount of a site will be necessary to be used as loading dock and service areas. It is possible for the Service Center to function quite efficiently away from the Central Business District, in order to have the convenience, for instance, of freeway access and a large site for parking and unexpected expansion. A Central Business District site, however, could house the Service Center needs exclusively if it were approximately 40,000 SF (assuming a reasonably-shaped piece of property). Access for deliveries and visitors from the freeway loop would be a prime consideration.
2. **Estimated Costs:** (1971 costs – unescalated)

Construction Costs:	
a. Site improvements	150,000
b. Bldg. 75,000 SF @ $30.00	2,250,000
c. Equipment	750,000
d. Parking & Service: 14,300 SF @ $10.00	143,000
Planning & Contingencies	329,000
Total excluding site	$3,622,000
Site (assume CBD location)	1,000,000
Total including site	$4,622,000

3. **Time Schedule:** A realistic time schedule for planning and constructing the Service Center would be 30-36 months after site acquisition.

OPTION 2:

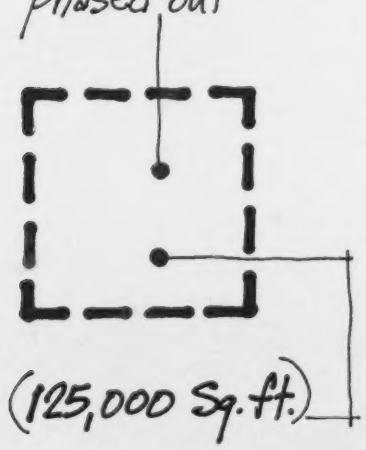
Advantages

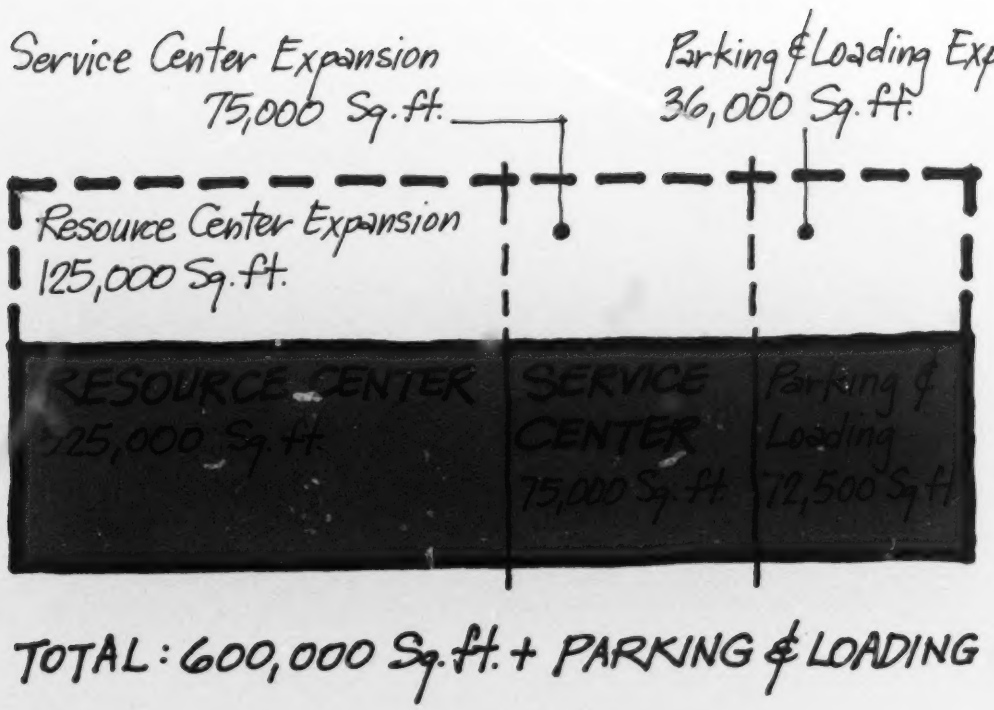
- The two units could have their own sites and expand and be modified in whatever way is necessary without influence from the other.
- Two separate facilities would allow two separate fundings, each smaller than any other option available.
- Depending on the location and size of site chosen, the Service Center could be constructed in a somewhat less expensive construction idiom, released from the necessity of mating with the more-expensive Resource Center.

Disadvantages

- There will be a minor amount of staff increase to compensate for the physical separation of some of the units from each other.
- There will be some small amount of duplication, such as the shipping-receiving area.
- Although the separate construction of two units allows for separate funding, inherently two projects are more costly than one, and some costs are higher because of the two locations (such as the site costs and site improvement costs).
- Staggered projects could be an advantage for public voter approvals if the time difference between the projects were substantial. However, if the Service Center were begun immediately and that space made available in the existing building, growth is so rapid that the new Resource Center would be needed within five years, meaning authorization would need to be requested within a few months. This close spacing, even if possible, could result in a voter dissatisfaction and confusion.

3





OPTION 3:

BUILD A NEW CENTRAL LIBRARY

This 3rd basic option would build a new library building, keeping the Resource Center and Service Center together on the same site. With this option, as with Option 2, the existing building is not assumed to be a part of the Central Library, but would be disposed of.

OPTION 3:

1. **Site Needs:** Especially considering the expansion problems for both Service and Resource Centers, the structure may not develop as a vertical stacking of the two uses. Therefore the site should be larger than the area estimated for one center alone, although it may not need to be as large as the simple sum of the two on separate sites. A reasonable size would be 100,000 SF. This site should be in the Central Business District, located as conveniently as possible to freeway access. Public parking should be close by, and due consideration be given to easy access for the numerous deliveries and intra-library traffic to this building. The site should also be convenient to the downtown pedestrian.
2. **Estimated Costs:** (1971 costs—Unescalated)

Construction Costs:	
a. Site Development	200,000
b. Building 400,000 @ $30.00	12,000,000
c. Equipment	4,000,000
d. Parking & Service: 72,500 SF @ $10.00	725,000
Planning & Contingencies	1,693,000
Total excluding site	$18,618,000
Site	2,500,000
Total including site	$21,118,000

3. **Time Schedule:** Approximately 36-42 months to complete planning and construction after site selection.

OPTION 3

Advantages

- Keeps the entire Library together as a working unit, with resulting staff efficiencies.
- No overlapping or duplication of facilities which occur when facilities are divided.
- Sense of identity for the Library is consolidated.

Disadvantages

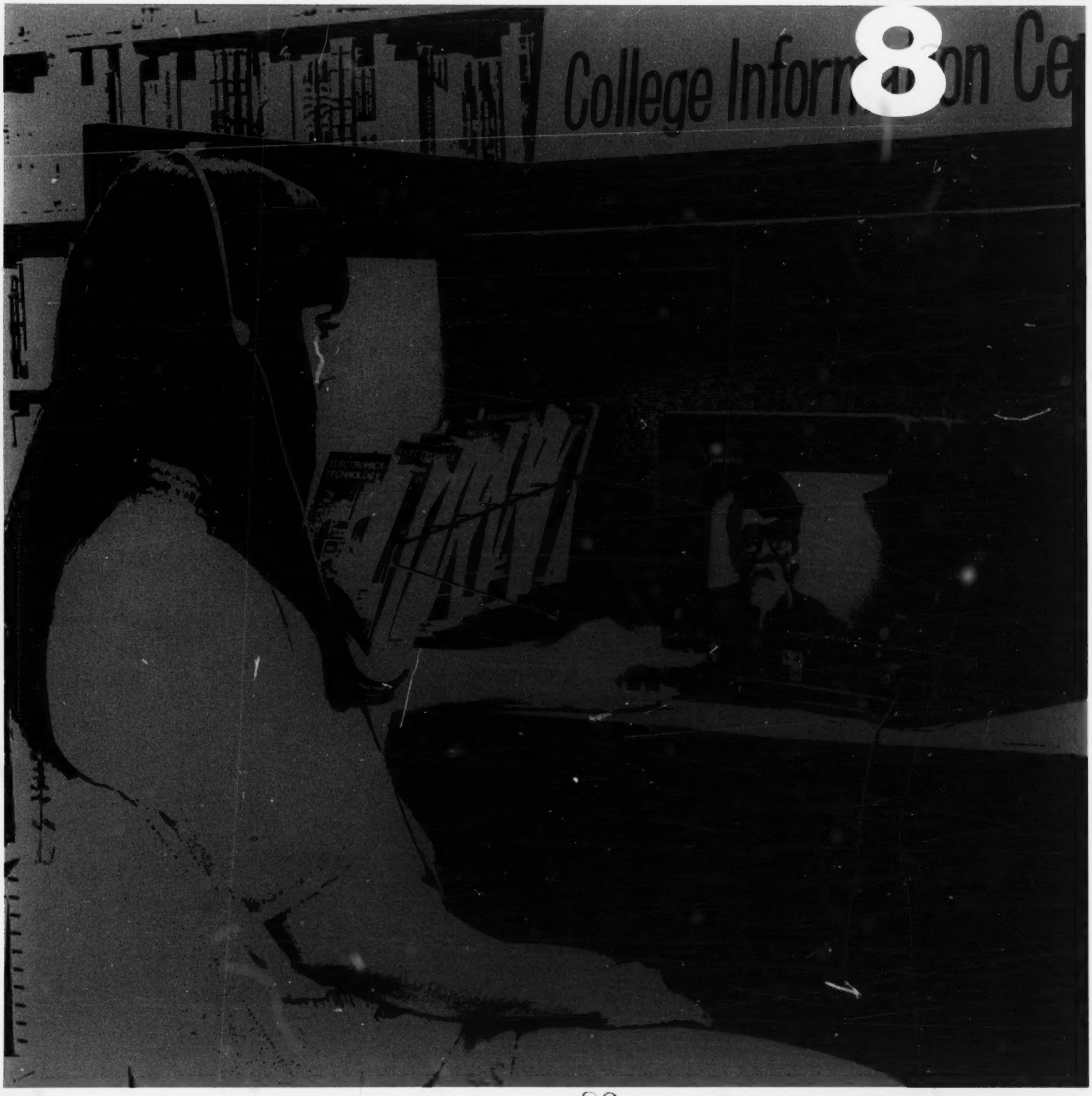
- Difficulties in accommodating different types of space and expansion needs on same site.
- Like Option 2, a large immediate expenditure is required, totaling over $21,000,000.

These three Basic Options, then, compare this way:

	(425,000 SF) OPTION 1 (Either 1A or 1B)	(400,000 SF) OPTION 2 (Totalled)	(400,000 SF) OPTION 3
Construction Costs:			
Site Improvements	200,000	300,000	200,000
New Building	9,000,000	12,000,000	12,000,000
Equipment	3,000,000	4,000,000	4,000,000
Parking & Service	545,000	733,000	725,000
Remodeling	800,000	—	—
Planning & Contingencies	1,355,000	1,703,000	1,693,000
Total excluding site	$14,900,000	$18,736,000	$18,618,000
Site	2,500,000	3,000,000	2,500,000
Total including site	$17,400,000	$21,736,000	$21,118,000

Note again that all costs are 1971 costs and are unescalated. The timing of construction, especially in Option 2 where there are two separate stages, could drastically alter the total expenditure when escalation is considered.

8



It appears that the order of decisions which must be made regarding the Central Library's future should properly follow this sequence:

1. Confirm the need for expansion
2. Decide on the overall best option for the expansion
3. Decide on the appropriate site for expansion
4. Decide on appropriate interim measures

FIRST:

NEED

This entire report has attempted to document the fact that Dallas needs a greatly expanded Central Library in order to provide the quality of library service the citizens of Dallas and the entire region require in the next two decades.

SECOND:

BEST OPTION

In studying the options available, we have become convinced that Dallas should not depend on the use over two decades of the existing Central building as the permanent location of its Service Center or significant part of its Resource Center. The Basic Option One is then seen as having too many disadvantages to be the recommended solution to the current situation.

During much of the time of this study we felt the best option was some form of Option Two—the permanent separating of the Resource Center from the Service Center. Especially it has been attractive to conceive of a site for the Service Center away from the Central Business District—say along one of the major freeways near the CBD loop. This facility could be built on land not so costly as a CBD site, large enough for plenty of expansion room, parking and drive-up service. Its construction could be one-story, simplified construction, less expensive than the necessary multi-story construction of the CBD location. The materials processed for the entire System would not then have to be delivered to the CBD and out again. The remote Service Center has great appeal, and we are confident the concept could win immediate citizen support for the first step.

But aside from the disadvantages listed for Option Two, the remote Service Center has the additional disadvantage of the System Administrative offices being located away from the Central Business District, a definite negative factor in our opinion. To remove those offices from the Service Center to a CBD site for the Resource Center (or any other CBD location) damages the Service Center concept. Furthermore, cost savings for the remote center would not be as substantial as might be hoped; the site would of necessity be larger to accommodate a one-level building, tending to offset higher unit costs of land in the CBD. And the media and communications needs of this facility make it far different construction from a warehouse.

We also believe that the "convenience of a freeway location" may not be superior in years to come to a well-located CBD site. Viewing the increasingly choked freeway system and the efforts toward rapid-transit and CBD improvement via recommendations in the Ponte-Travers Report, the Central area is still our recommendation for locating the Service Center.

We believe the urgent need for both Service and Resource Centers requires that Dallas face up to constructing more than the Service Center alone at this time.

We therefore recommend a modified version of Option Three – construct a new library now, both Service and Resource Centers – in the Central Business District. We believe that the size of the immediate facility could be less than the projected 400,000 sq. ft. if the existing building were utilized for a few years at least. Remembering that expansion must be expected in the future to an ultimate 600,000 sq. ft., we recommend the size now to be approximately 300,000 (plus parking and loading space). Part of the existing building should then be converted to a downtown branch usage. The remaining space should be used for a few years as storage for little used portions of the collection, possible special purpose uses (such as an educational center or community information center) and as other "holding" or "surge" functions as the System continues its growth.

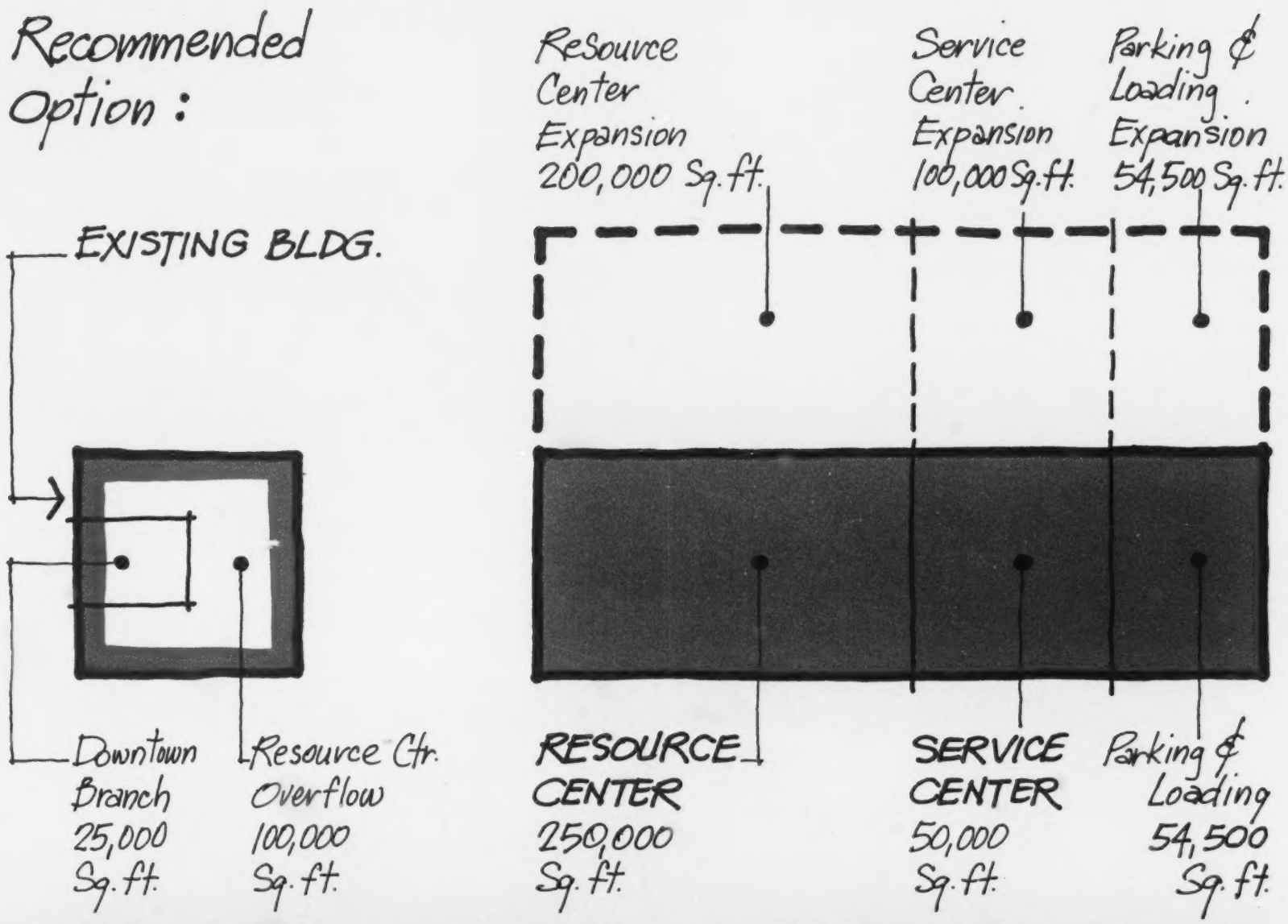
A decision regarding the ultimate disposition of the existing building can be made a few years from now with much greater assurance than at this time – whether favoring or rejecting its continuation as a library.

Estimated Costs of This Recommendation
(1971 Costs)

Construction: New	
a. Site improvements	200,000
b. Bldg. 300,000 SF @ $30.00	9,000,000
c. Equipment (incl. communications & electronic eqpt.)	3,000,000
d. Parking & Loading 54,500 SF @ $10.00	545,000
Construction: Remodeling Assume	100,000
Planning & Contingencies	1,285,000
Total excluding site	$14,130,000

Note again the assumptions – that no joint occupancy is included, that escalation is not added, and parking is only that required by ordinance. Policy decisions in these areas could alter the cost estimate significantly.

Recommended Option :


Resource Center Expansion 200,000 Sq. ft.
Service Center Expansion 100,000 Sq. ft.
Parking & Loading Expansion 54,500 Sq. ft.
EXISTING BLDG.
Downtown Branch 25,000 Sq. ft.
Resource Ctr. Overflow 100,000 Sq. ft.
RESOURCE CENTER 250,000 Sq. ft.
SERVICE CENTER 50,000 Sq. ft.
Parking & Loading 54,500 Sq. ft.

IMMEDIATE : 300,000 SQ. FT. + PARKING AND LOADING

ULTIMATE : 600,000 SQ. FT. + PARKING AND LOADING

THIRD:

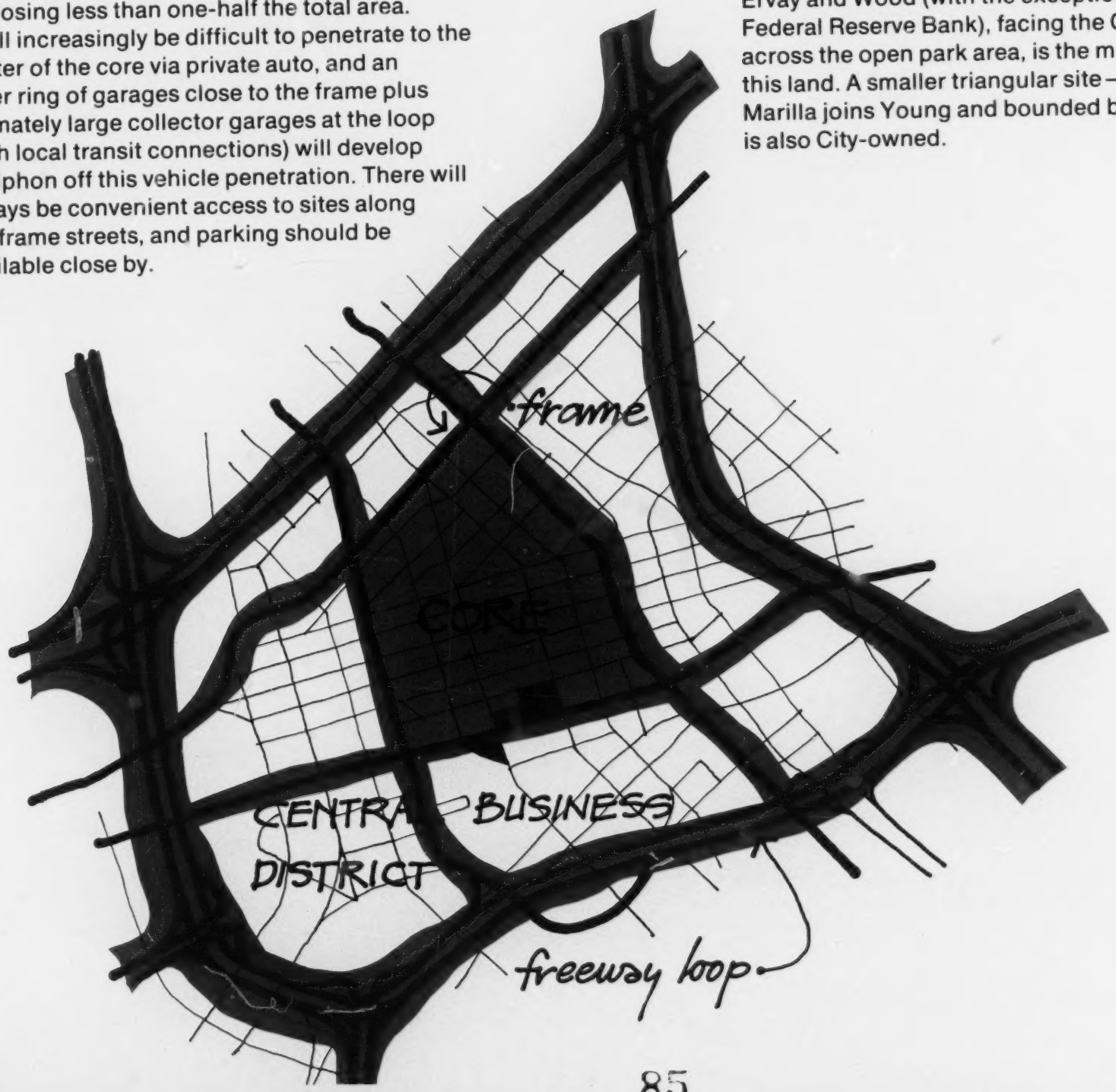
SITE

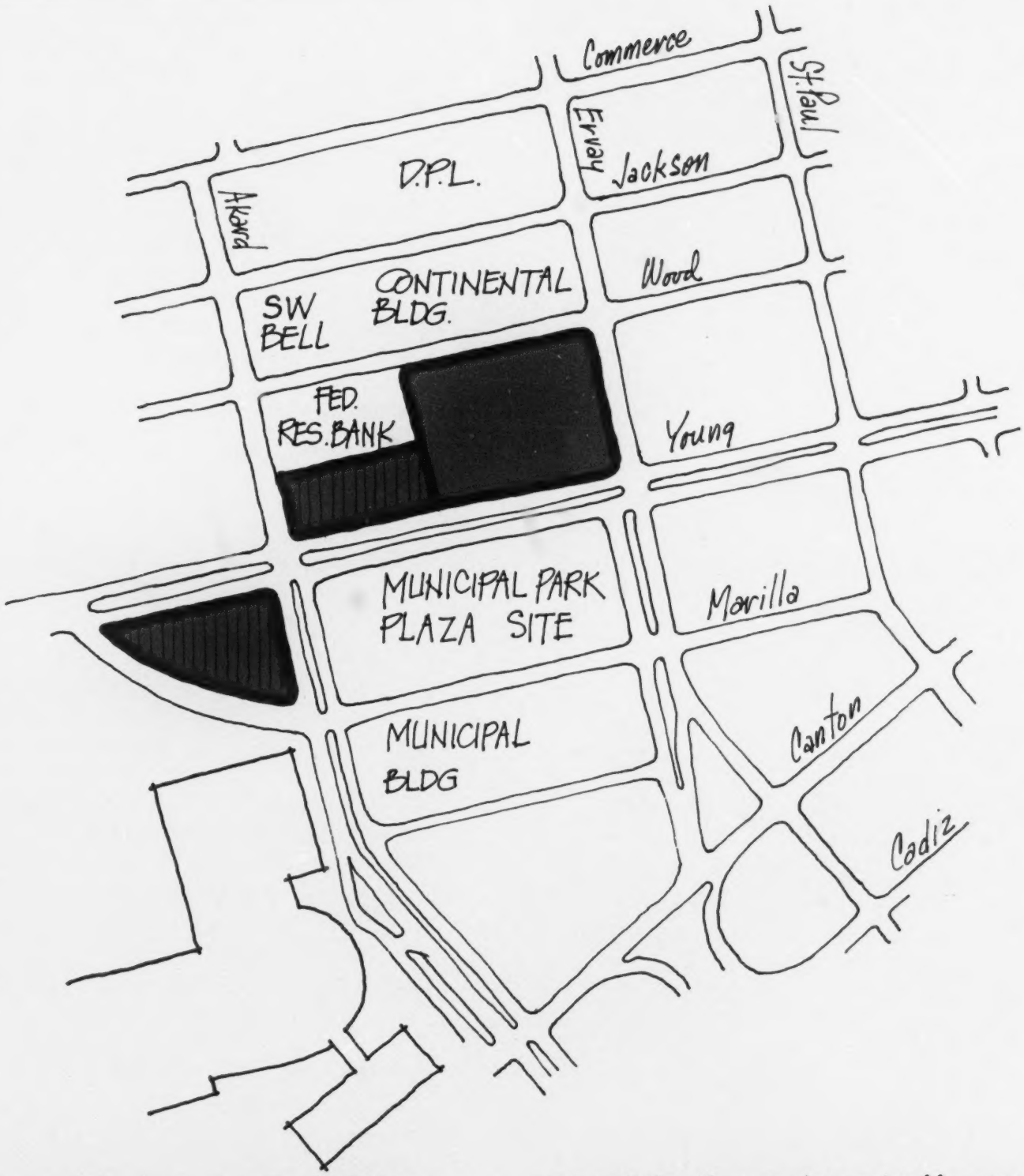
The recommended Central Library will require a site of a minimum of 100,000 sq. ft. in the Central Business District of general characteristics listed under Option 3.

In considering the proper location, emerging concepts of the CBD must be recognized. Within the Freeway "loop" are over 900 acres; a "frame" for the core of key boulevard streets is described in the approved Master Street Plan, enclosing less than one-half the total area. It will increasingly be difficult to penetrate to the center of the core via private auto, and an inner ring of garages close to the frame plus ultimately large collector garages at the loop (with local transit connections) will develop to siphon off this vehicle penetration. There will always be convenient access to sites along the frame streets, and parking should be available close by.

The most reasonable choice for a Central Library site is somewhere along the "Frame", close enough to the primary development of the core to make pedestrian traffic a reality. One such location stands out immediately, that City-owned property purchased in conjunction with the proposed City Hall and City Park.

The 2-block area bounded by Young, Akard, Ervay and Wood (with the exception of the Federal Reserve Bank), facing the City Hall across the open park area, is the major part of this land. A smaller triangular site – where Marilla joins Young and bounded by Akard – is also City-owned.





The triangular site—approximately 53,000 sq. ft. —is too small, especially considering its irregular shape. The tract along Young adjoining the Bank property is only approximately as wide as the widest portion of the current library property and is also too small, being approximately 56,000 sq. ft. The remainder of the property (including the current right-of-way of Browder Street) is about 130,000 sq. ft. and is an excellent size and shape to serve the Central Library. Furthermore, the site answers quite well the other requirements of freeway access, public parking access, and convenience to pedestrian routes.

Other Central Business District sites can be considered, but unless other municipal requirements preempt those of the library use of the Young Street site, it would appear the advantage of its being already under City ownership is sufficient reason to designate this site as the Central Library site.

FOURTH:

INTERIM

The crowded conditions at the Library demand that some temporary measures be taken now to alleviate them in order to continue reasonable operations until the new building is constructed. We recommend that the majority of the functions comprising the Service Center (approximately 20,000 SF) be moved from the existing building and be located in leased quarters on an interim basis. This should free enough space to house the growing collection at its current growth rate and be adequate for approximately 5 years. Since it takes 36-42 months from site acquisition to the move-in of the new building, these interim measures must be accompanied with positive steps for a permanent solution.

Caution should be used in selecting space, since some of the operations—technical processing, primarily—cause extra-heavy floor loadings which the average office building is not constructed for. Locating in a typical office space might cause the temporary expedient of prohibiting shelving beyond a certain height, for instance, to meet the loading requirements. This would increase the area needed to be leased.

Some remodeling of the existing building should be undertaken at the same time as the move to leased quarters. Once the new building is complete, the remainder of the remodeling can be accomplished.

Interim Costs

Assume these expenditures as interim costs:

1. Moving Expenses		10,000
2. Rental		
Allow for growth; assume 4 years rental		
30,000 SF @ $6.00/year		720,000
3. Remodeling		
Immediate	50,000	
Upon completion of new building	50,000	100,000
4. Stacks and Other Equipment:		50,000
5. Misc. Additional Transportation Costs—4 years @ 5,000		20,000

We recognize the broad scope of these recommendations, especially since they include large expenditures. But viewed in a positive light, the citizens must realize that the outgrowing of the existing building is not an evidence of a **failure** of the library system, but a measure of its **success.** We are confident they will support the necessary measures to provide the expansion.

John Lorenz well stated it, "I don't think there is anything to be gained by pushing this off into the future."

Acknowledgments

We would like to acknowledge the extremely capable help from the staff of the Dallas Public Library System: Mrs. Lillian Bradshaw, Director; Mr. David L. Reich, Deputy Director and Staff Liason for this project; Mr. William J. Slaughter, Associate Director for Management Services; and Mr. Richard L. Waters, Chief of Branch Services.

Numerous other staff members contributed by compiling data at our request, especially Mrs. Maxine Holmes, who assisted in collecting photographs and historical data.

We were also assisted by valuable counsel from Mayes, Brockette & Duvall, Structural Engineers; and Mr. Donald D. White, AIP, Planner.

We are especially appreciative to the Dallas Public Library Board of Trustees, who saw a problem and realized the need for a professional study of the situation before recommending the appropriate course for expanding the Central Library.

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Source Documents

All observations, projections and assumptions are those of the Architects, except as noted or referenced. All statistics regarding the Dallas Public Library were supplied by their staff.

Page	Source
6	Dallas Chamber of Commerce Dallas Independent School District
7,8	"The Character of a City" "The City That Creates Its Own Advantages" "Good Grief Dallas, Your Economy Just Flipped" Dallas Chamber of Commerce
14	"Business and the Future" Chamber of Commerce of the United States
15	Goals for Dallas Mutual Aims of Its Citizens, May 1967
18	Dallas Chamber of Commerce Economic Development & Research Department
21	"Future Structure of the North Central Texas Region" North Central Texas Council of Governments
27	"The Impact of Technology on the Library Building" Educational Facilities Laboratories
32	Texas Public Library Statistics for 1969

We are indebted to the authors of numerous other documents which were studied and not directly referred to. Included among these are:

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"LARA Report" – Arthur D. Little & Assoc.

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"Central Library Report, Dallas Public Library"
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Page Number	Source
Frontispiece	Dallas Public Library – Public Relations Department
4	Dallas Public Library – Public Relations Department
5	Dallas Times Herald – Staff Photo
7	Dallas Chamber of Commerce
11	Dallas Public Library – Public Relations Department
12	Dallas Chamber of Commerce Publication – "The Character of a City"
17	Dallas/Ft. Worth from Apollo VI – NASA Photo
19	Airport Sketch – "Landscape Dallas/Ft. Worth Airport" Others – "Designs for Dallas" – Dallas AIA and Greater Dallas Planning Council
22	Dallas Public Library – Public Relations Department
23	"The School Library" – Educational Facilities Laboratories Inc. Publication
24	Fortune Magazine, September 1971
25	TAGER Publication
26	TAGER and "The School Library" – Educational Facilities Laboratories Inc. Publication
29	Dallas Public Library – Public Relations Department
30	Dallas Public Library – Public Relations Department
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47	American Library Journal, 1902
49	Geo. L. Dahl Architects & Engineers
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63	Dallas Times Herald – Staff Photo
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